



Alameda County
Sheriff's Department

**Sheriff Charles C. Plummer
Director of Emergency Services**

The 1991 East Bay Hills Firestorm

After-Action Report

February 1992

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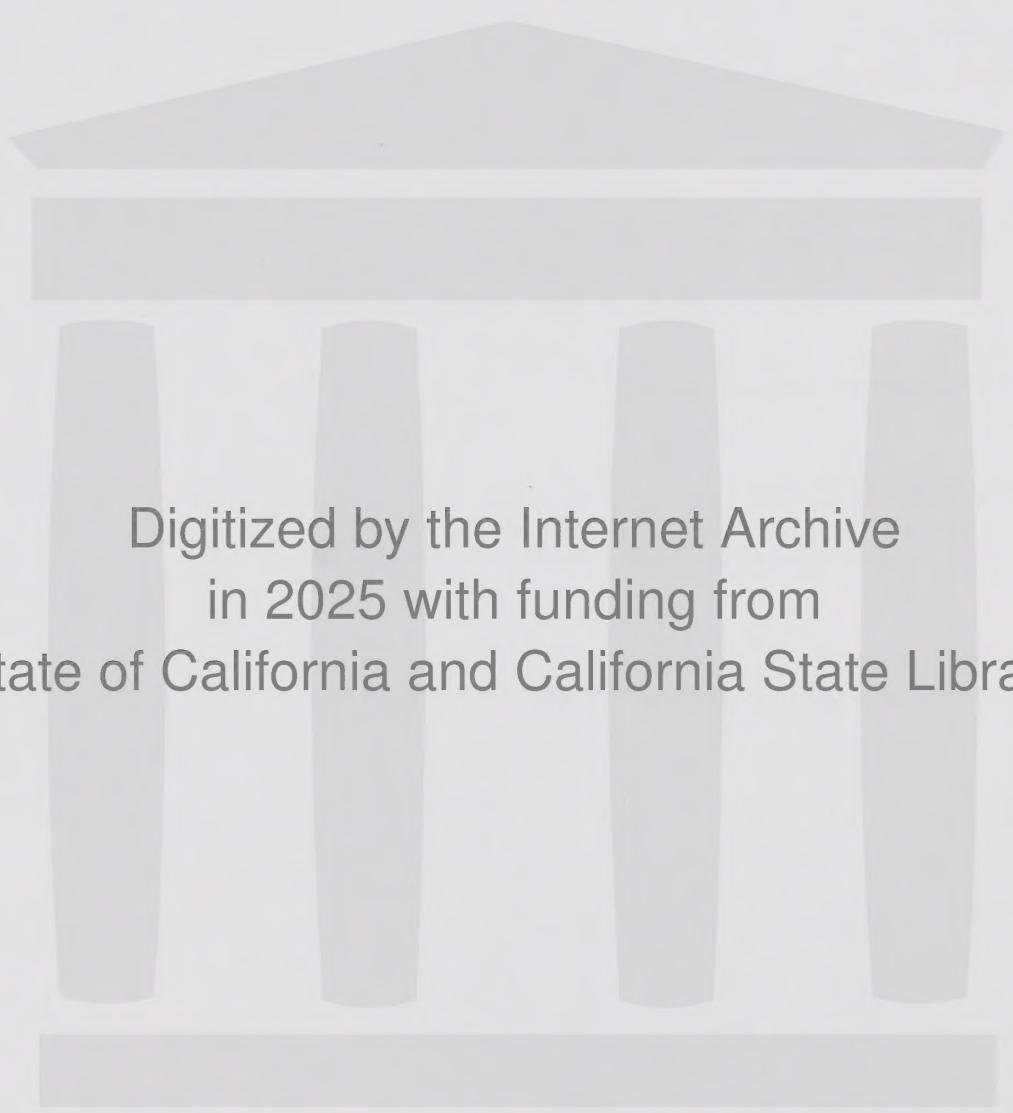
UNIVERSITY OF CALIFORNIA

Office of Emergency Services
2000 - 150th Avenue
San Leandro, CA 94578
(510)667-7740

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INTRODUCTION

On October 20, 1991, Alameda County was struck by a firestorm in the hills of Oakland and Berkeley. Twenty-five lives were lost, over three thousand homes damaged or destroyed, and over eighteen hundred acres were burned. Local emergencies were proclaimed by the two cities and the County. The Governor proclaimed a state of emergency, followed by the President's declaration of a major disaster.

The purposes of this after-action report are threefold:

- 1) Report to the Director of Emergency Services, Sheriff Charles C. Plummer, and the Alameda County Board of Supervisors on the County's participation in the firestorm response;
- 2) Document the disaster; and
- 3) Preface the Office of Emergency Services' archival material from this event.

Disaster Statistics¹	
People Dead	25
People Injured	148
People Displaced (estimate)	5,000+
Houses Damaged	328
Houses Destroyed	2,699
Multi-Units/Apt's Destroyed	507
Estimated Private Property Loss	\$1,500,000,000+

THE FIRE

On Saturday, October 19, 1991, a relatively small brush fire occurred in the Oakland hills. It was extinguished within two hours and property damage was limited to six acres of underbrush. The arson task force that investigated the origin of the fire was unable to determine its cause.

Fresh on the minds of many of the firefighters and residents of the community was the 1970 blaze that had destroyed more than thirty homes in the area and caused two million dollars damage. On this quiet Saturday afternoon in 1991, the winds were calm. The responding agencies extinguished the flames quickly.

Two Oakland fire engines and an East Bay Regional Parks District fire crew returned to the scene on Sunday, October 20, 1991. They doused three smoldering "hot spots" as hot, dry winds from the east began to build. The fact that Oakland firefighters had not been stationed at the scene all night to smother the fire's remnants would later be used as a base for criticism of their handling of the disaster.

At 10:47 a.m. an ember flared and began to smoke near Buckingham Boulevard. The winds quickly fanned it first into a column of fire, then, a wall of flames. The firefighters who frantically called for more help were quickly overpowered.

The fire started in a steep hillside neighborhood nestled among pine, eucalyptus trees, and brush. Many of the homes in the area were situated on narrow, winding streets scattered over the south-facing slopes above Highway 24's Caldecott Tunnel. Many of these homes had wood-shake roofs. The underbrush in the area was dry as a result of a five-year drought. The huge eucalyptus trees were weakened by a January freeze. The roads are especially narrow and they wind through the woods. The winds chased the fire uphill quickly to the west toward the exclusive Hiller Highlands.

As the fire spread quickly to the crest of the hill, it consumed the homes on Norfolk Road, Westmoreland Drive, Devon Way, and Marlborough Terrace. Down the slope, the fire engulfed Sherwick and Bristol Drives, Tunnel and Charing Cross Roads. The devastation was spreading more rapidly now, exploding trees, homes, and automobiles in its path. The booming roar of the powerful inferno was warning everyone on the hill to escape. Residents were evacuating their homes and were literally running for their lives. Many rushed through the streets in cars or on foot, with the fire snapping at their backs. Some were trapped.

Firefighters answered second-, third-, and fourth-alarms trying desperately to encircle the growing fire on the rugged urban wildland. Oakland Fire Battalion Chief James Riley drove up past

Names of Fatalities	Age
Eunice Barkell	79
Gail A. Baxter	61
May Elizabeth Blos	85
Mary Lucile Brantly	78
Robert Emery Cox	64
Terrill J. DuPont	58
Carolyn Grant	75
John Alexander Grant	77
John W. Grubensky	32
Segall Livnah	18
Phillip Loggins	61
Lucy Chi-Wen Mantz	46
Gregor McGinnis	46
Louis Douglas McNeary	44
Patrick Emmett O'Neill	40
Leigh Ortenburger	62
Martha Gabriela Reed	18
James Riley	49
Kimberly Robson	37
Francis Gray Scott	85
Virginia Smith	61
Anne Tagore	54
Aina Turjanis	64
Cheryl Turjanis	25
Paul Tyrrell	61

the origin of the fire to assist the evacuation. His heroic mission to save lives cost him his own. Oakland Police Officer John W. Grubensky had been directing traffic in the eye of the holocaust. He died valiantly leading frightened residents trapped among snarled vehicles on the narrow, winding Charing Cross Road. In all, sixteen lives were lost before the fire even left the woods.

The trees and dried underbrush fueled the growing furnace the first hour of the fire. Now the burning fuel and blowing winds sucked in hot air that raised super-heated gasses and flames into the sky. The flames spewed sparks, smoke, and ash for blocks in all directions and for miles downwind. Wind-whipped firebrands spread the flames down the opposite side of the hill and toward the Claremont Avenue/Berkeley border. Four more lives were lost as it swept through the north-facing hillside. Alvarado and Vicente Roads were the battle lines in the northwestern direction of the wind, only blocks above the historic wood-framed Claremont Resort Hotel. The fire line was held and the hotel was saved.

To the west, the firestorm moved past Charing Cross Road and Schooner Hill to attack the Hiller Highlands, devouring block after block of expensive homes. The last five lives were lost on Schooner, Windward, and Binnacle Hills, then Marlin Cove.

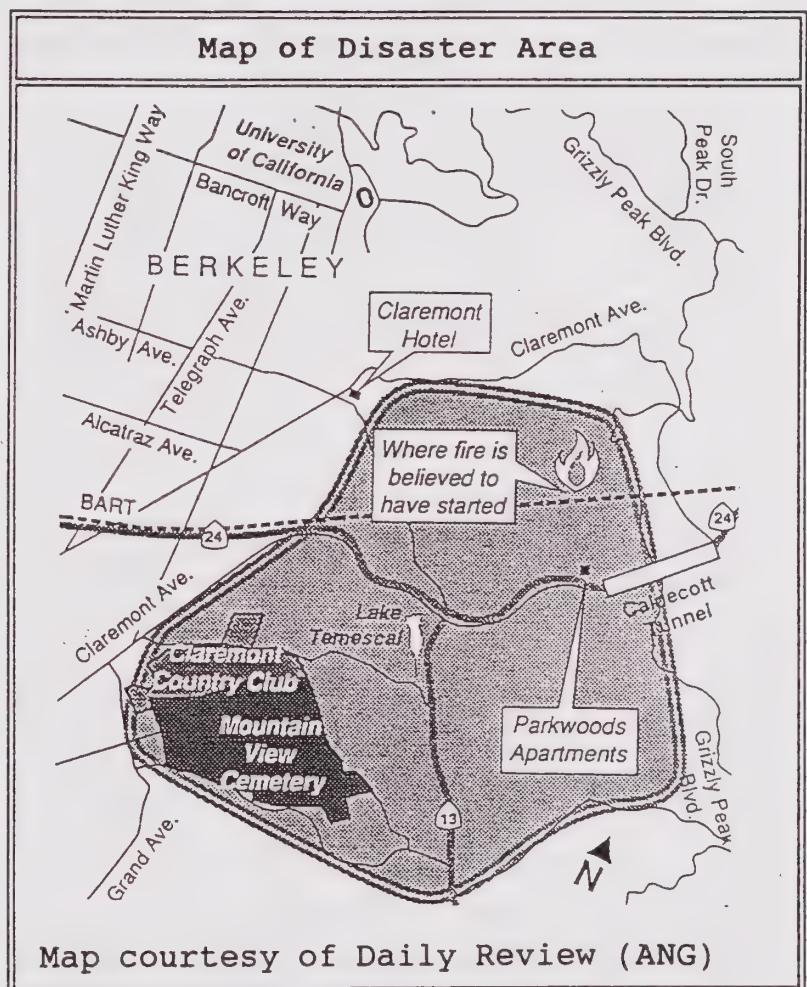
At the center of the firestorm the heat was estimated to be 2,000 degrees Fahrenheit, capable of boiling asphalt, searing concrete, and melting metal. Down the hill from the fire's origin, the flames struck the Parkwood Apartments complex. Over four hundred apartments were destroyed. There were three-story buildings leveled to one-story heaps of kindling. The enormous heat

ignited trees across Highway 24 at the entrance to the Caldecott Tunnel. It ignored the eight-lane freeway as if it were a minor nuisance. Flames from eucalyptus trees along the freeway's edge leapt a hundred feet in the air. A Sheriff's Department captain at the police command post described the fire as "... the most awesome thing he has ever seen. If you could envision what hell must be like from observation without feeling the pain, that's it."²

The homes of Oakland's Forest Park area were swallowed next. Most residents saw or heard the firestorm coming. Helicopters and police cars were announcing evacuation orders over loud speakers. Families rushed down winding streets, sometimes abandoning cars in gridlock filled with last-second armfuls of belongings. A fortified fireline was finally established along Thornhill Drive.

The winds took charge of the firestorm again and pressed westward, across its second highway, the Warren Freeway. The Temescal and Rockridge communities of Oakland were struck broadside. Many residents there were able to see, to the north, the smoke and flames shear their way across the Hiller Highlands. However, that was hours earlier and miles away. Now from their east came the wall of flames and flying embers skipping across rooftops only blocks away. A battlefield of fire engines along lower Broadway Terrace tried to hold the southwest flank. A fall back to Moraga Avenue was necessary that night. There was not much to stand between the firestorm and its third victim city, Piedmont; however, the firelines held.

Tactically, the firelines were bolstered when the winds decreased. The eastern front along Grizzly Peak and Skyline Boulevards completed the noose on the firestorm before the winds



shifted to the east and increased again in strength.

On Monday morning "the sun rising over a moonscape"³ was seen. Still there was smoke and fire. The East Bay Firestorm was fully contained that day. By Tuesday, October 22, the Oakland Fire Department was able to declare the fire fully controlled.

THE RESPONSE

The Oakland Fire Department had a six-alarm response to the fire in the hills. It was the largest event their department had ever faced. This disaster made their response to the Cypress freeway collapse after the 1989 Loma Prieta Earthquake pale by comparison. Fire agencies from throughout the state assisted the cities of Berkeley and Oakland. According to the countywide fire coordinator, the Lawrence Livermore National Laboratory, mutual aid for the fire response included over 370 fire trucks and fire engines, over 1,800 firefighters, and 22 firefighting airplanes and helicopters. Additional state and federal fire agencies responded at the request of the California Department of Forestry, which assisted with the coordination of the multi-faceted fire response. Firefighters were still on scene more than a week later dousing rekindled hot spots, responding to gas leaks among the ruins, and handling calls for heated hazardous materials found by returning homeowners.

The Oakland Police Department had their hands full, too. Emergency alerting in the smoke and heat of the firestorm, evacuation of over 5,000 people, traffic and access control around the perimeter of three square miles, and security within the 1,800-acre burn area was more than any one agency could handle. The Alameda County Sheriff's Department, the regional law enforcement coordinator, arranged for additional support for Oakland. By 5:45 p.m. the evening the fire started, Oakland's Police Chief George Hart requested mutual aid.

At midnight, 60 officers from several Alameda County police departments were on the scene. At 7 a.m. on Monday, 40 officers from the Alameda County Sheriff's Department reported to support the effort. The first contingent was then relieved at noon by 60 out-of-county law enforcement mutual aid officers. Approximately 100 mutual aid officers were sent to Oakland on rotating 12-hour

LAW ENFORCEMENT MUTUAL AID

<u>Alameda County Sheriff's Dept</u>		<u>State OES, Region II</u>	
<u>Police Dept's - Alameda County</u>		Contra Costa County	61
Alameda	19	Marin County	31
Emeryville	4	San Francisco Police	22
Fremont	14	San Mateo County	73
Hayward	36	Santa Clara County	53
Livermore	23	Solano County	74
Newark	8	Sonoma County	20
Pleasanton	8		
San Leandro	16		
Union City	19		
B.A.R.T.	6		
	sub-total 153	sub-total	334
		Alameda County Sheriff's Dept	280
		Alameda County Cities	153
		Out-of-County Dept's	334
		Total	767

shifts. Mutual aid was suspended on Thursday, October 24 at midnight after four days. A total of 280 officers from the Alameda County Sheriff's Department (at a cost of \$271,084), 153 officers from several Alameda County cities, and 334 out-of-county officers responded to the event.

The County's Emergency Medical Services District was on "Medical Yellow Alert" starting at 12:26 p.m. on Sunday. An hour later it was upgraded to a "Medical Red Alert". All of the hospitals in the county were ready for the worst. Two hospitals' command centers -- Alta Bates and Kaiser-Oakland -- were activated; they reviewed contingency plans in case the threatening fire resulted in an evacuation of their patients. 23 people were transported by ambulance to hospitals; 16 were admitted. Four injured firefighters were distributed to four separate hospitals for treatment. 27 ambulances with 43 staff responded to requests for paramedics. They established a medical triage center adjacent to one of the shelters. The casualties of the firestorm were easily absorbed into the Advanced Life-Saving system. 148 people were injured in the firestorm. The system's disaster planning had been tested but not stressed. Self-dispatched ambulances converging from throughout the Bay Area were asked to turn around and go home. The triage center in North Oakland was inundated not by casualties, but by medically-trained citizens wanting to help.

At the request of local agencies, the East Bay chapter of the American Red Cross opened shelters for the thousands of people fleeing the flames in the hills. A sign of the panicked departure of evacuees was the large distribution -- 6,600 each -- of "Red Cross comfort kits" (having such basic items as tooth brushes, combs, and disposable baby diapers). The Oakland Technical High School was the largest Red Cross shelter with a population of 225 the first night. Additional shelters were opened at Willard Junior High School, King Estates Elementary School, and at the student union at the University of California - Berkeley. Most of these were closed within a couple of days. The shelters were combined into the Haas Recreation Center at the University on Thursday. This allowed the public schools to reopen as soon as possible. The Oakland schools used for shelters were reopened on Friday. The three elementary schools that lost power as a result of the fire -- Hillcrest, Kaiser, and Chabot -- were reopened on Monday, October 28.

Shelter models suggest that usually not more than 25 percent of a disaster-stricken community will seek mass shelter. The self-sufficiency and financial resources available to many of the firestorm's victims made that figure seem steep. The highest number of sheltrees occurred the first night: less than 500. There were over 5,000 evacuees that same evening as the possible fire threat zone stretched southeast to Redwood Road -- three miles from the fire's origin. The result was 10 percent mass

sheltering; 90 percent hotels, friends' and families' homes -- or "casual sheltering". The County Social Services Agency assured that both mass care and shelter and special needs were met. For example, some seniors unlikely to endure the night in a gymnasium were placed in hotels by the Red Cross at the behest of the County's representatives.

One thing that is common in a disaster regardless of the victims' social class -- and is usually evident in shelters -- is a strong sense of community. Oakland experienced its second major disaster in two years, and the strong sense of community was something to be admired. Three days earlier the city observed its second anniversary of its earthquake response. The earthquake recovery process was still ongoing. Another sign of support was the \$2.8 million raised nationally by the Red Cross for the East Bay Hill victims.

EMERGENCY MANAGEMENT

Command posts were established by the different first responders. A fire command post for Oakland was established in the middle of Highway 24 near Broadway. Berkeley's fire incident command soon joined them. A separate medical command post was later added to the joint fire command. Oakland's Police Department eventually established its base of operations at the Rockridge B.A.R.T. station. Later it was moved to the nearby Claremont Middle School. A week later the police and fire operations would co-locate at the North Oakland Sports Field for a month's servicing of the disaster area.

Both cities and the County proclaimed their local emergencies the afternoon of October 20. Governor Pete Wilson proclaimed a state of emergency that same evening; he was at Oakland shelters consoling evacuees later that night. Early Tuesday the Governor and local officials toured the disaster scene while the ground was still steaming in the cold and damp morning air. President Bush declared Alameda County a major disaster area that same morning after being briefed by representatives of the Federal Emergency Management Agency (FEMA). Federal and state assistance would now be available to individual firestorm victims. Response assistance to the victim cities was also now being offered by state and federal agencies.

The emergency was developing into a full-fledged disaster and emergency operations centers (EOC's) were opening to coordinate and support the overall response to the firestorm. Oakland's EOC is situated in the day room at their Fire Station #1 at 1605 Martin Luther King, Jr. Way. It activated first at 1:30 p.m., three hours after the firestorm's first fatalities. The role as a central point for coordination was complicated, however, by the absence of the City's Director of Emergency Services. The Director, City Manager Henry Gardner, was out of town when the fire ignited. The Assistant Director of Emergency Services, Henry Renteria, was in Canada (he returned that night). That left the mayor and his staff in the lead role of uniting Oakland's response to the emergency. Most of the disaster planning that the city committed itself to since being struck by the 1989 earthquake did not include recently-elected Elihu Harris. Additionally, all of the city's managers that had been involved in recent training arrived together -- enough for two shifts. Prior to any shift scheduling being arranged, mild confusion resulted from an overcrowded EOC full of city employees anxious to assist in any way possible, according to an Oakland OES coordinator. This was complicated further by the great demands rapidly being made of the stricken city. Across the fire station's truck bay, the Fire Dispatch center was stressed trying to marshal the resources needed for this enormous event.

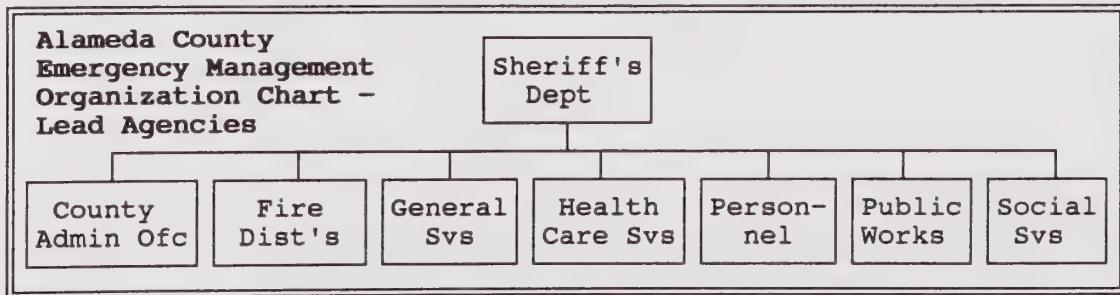
Berkeley's EOC was activated at 3 p.m. This was the second time

that the center was activated in several months (the first for riots at a park near the college campus). Both the recent activation and more recent training allowed for a much smoother "textbook operations there."⁴

The County's on-call OES coordinator, Deputy Roger Kendle, had been busy since noon. Captain Curtis Watson, the Sheriff's Department management on-call officer, also was on-site by 1:00 p.m. Deputy John Quinn assisted Deputy Kendle in coordinating the response of the OES Fire, OES Rescue, and R.A.C.E.S. units. At 1:30 p.m. Acting-Commander Donna Cain reported to the Coroner's Bureau and began preparation for the response. By 2:30 p.m. Undersheriff Howard T. Garrigan, Captain Gary Thuman, County Administrator Steven Szalay, and various other County representatives arrived and the EOC was activated.

The County's role was clearly stated as support for the two impacted cities' operations. Representatives of State OES were present at the Oakland EOC and the County EOC through the firestorm response. The State OES coordinator, Denita Shelton, was a convenient single contact point for state agencies requiring information from the impacted local jurisdictions. This liaison role was a new scheme in State OES, Region II's disaster response plan that worked very well. Sheriff Charles C. Plummer assumed his roles as both the countywide and the State's regional law enforcement coordinator. The Lawrence Livermore National Laboratory's Fire Chief was his fire service counterpart at the countywide level, but he remained at his Livermore command post performing his role.

The countywide responsibility and resources for emergency medical services was already committed to the event at the time of the County EOC activation. It was certain that the County's role as coroner would be involved soon. When several shelters were



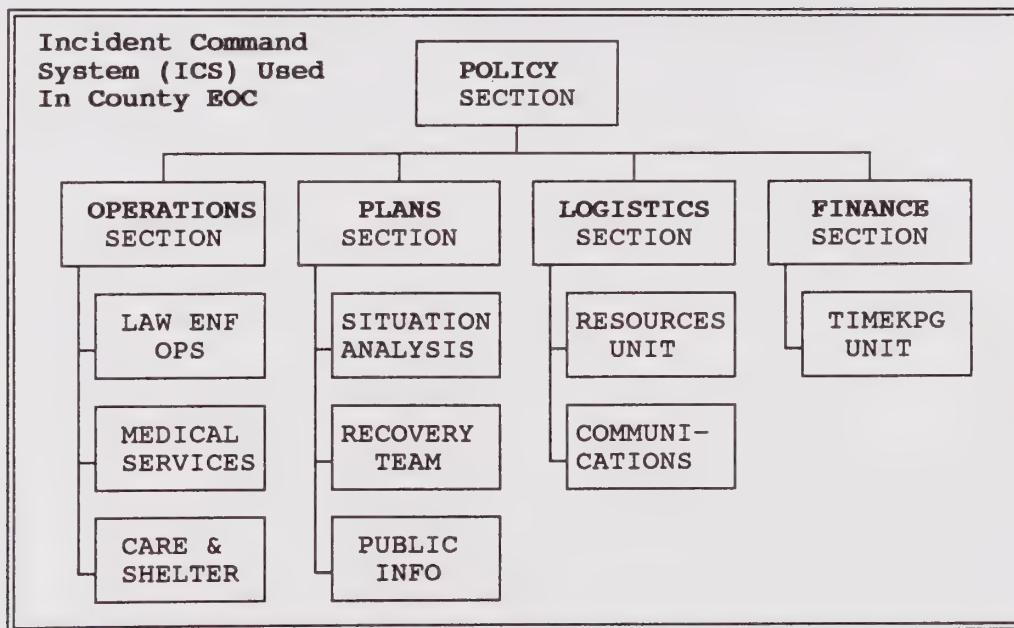
opened to house the evacuees, the County's care and shelter role was responding.

In the initial stages of the emergency it was clear that there was a problem with communication links between the local EOC's and the County EOC. Telephone systems were stressed to the point that between 1:30 p.m. and approximately 3:00 p.m., the County

EOC was unable to contact the Oakland EOC or the Oakland Police command.

Six of the County's eight primary agencies responded instinctively to the County EOC without being summoned (Health Care Services Agency, Sheriff's Department, Social Services Agency, County Administrator's Office, General Services Agency, and the fire departments). The Personnel Department and the Public Works Agency did not respond that first day.

Between 50 and 100 people staffed the County EOC the first day and night. Twelve-hour shifts began at 11 p.m. that night after the third EOC briefing. Law enforcement operations, disaster medical services, and care & shelter coordination represented the County's EOC 'Operations' section. Situation Analysis, the recovery team, and public information comprised the 'Plans' section. Resource management and communications units represented 'Logistics.' 'Finance' was covered by a sole timekeeping unit. These four sections reported to an overhead 'Policy' section. Together the five sections formed the modified Incident Command System used in the County EOC. As the firestorm



became contained on Monday and Tuesday, emphasis switched from response to recovery. The roles of the lead agencies also switched. Health Care Services became more active in their Public Health and Mental Health Departments, less so in their hospitals and other emergency medical services. The County Administrator's Office was able to focus more on coordinating the County's presence in the Disaster Application Center and on fiscal documentation. The Sheriff's Department's EOC staffing phased down as mutual aid and search operations decreased. The Sheriff's Management Services and Office of Emergency Services

continued to be involved in the fiscal recovery, hazard mitigation, and planning processes. EOC staffing was reduced to less than 15 persons daytime and 2 nighttime by the end of the first week. The County EOC was deactivated on Saturday, October 26, at 7 p.m. OES coordinators maintained readiness throughout the remainder of the weekend in case the increasing rains caused mudslides in the hills.

Communications problems continued to be an obstacle throughout the event. Liaisons from the County were assigned to both the police and fire command posts and the Oakland EOC in an effort to maintain a flow of accurate, timely information. Liaisons included captains, lieutenants, and sergeants from Sheriff's Department staff that were assigned to both the police and fire command posts. Assistant or battalion fire chiefs from the County's fire protection districts, Castro Valley and Eden Consolidated, also went to the fire command post. The liaisons' primary duty was to offer the assistance of County resources. Their secondary duty was to provide a communications and information link from their assigned location to the County EOC. This was necessary due to:

- 1) The decentralized fire and police coordination, and
- 2) County agencies' need for intelligence.

SUSTAINED RESPONSE

No sooner did the fire engines begin to withdraw from the firelines, when the PG&E utility trucks took their place. Over 1,500 miles of lines and hundreds of poles would have to be replaced in PG&E's electrical system ravaged by the fire. 8,300 of their customers experienced power interruption during the fire. Temporary telephone service was installed for 2,000 surviving houses in the burn area. In some cases Pacific Bell had to string wire along the bare ground. East Bay MUD's water pumps were dried out or burned during the fire. Street cleaners and crews with shovels began to clear the streets and gutters hoping to keep sewers clear.

Two years earlier after the 1989 earthquake, the Sheriff's Department participated in the long process to recover the dead from the collapsed freeway structure on Cypress Street. The Department acquired the Coroner's role only five months before the earthquake struck. The complexity of the task then was thought to be par for the course by the newcomers. After the event, the performance of the Coroner's staff was extolled by every agency concerned. An Oakland Homicide officer warned that "... the Cypress structure ain't nothin' compared to what's laying around up there."⁵ With that in mind, the Sheriff summoned the OES Search and Rescue volunteers providing command post lighting and other support roles; they were instructed to rest because "our big job is going to start tomorrow."⁶ If the Hiller Highlands was to be worse than the Cypress, then the Sheriff's solemn description of the firestorm as a "four-day earthquake" would be prophetic. It was.

The first planning meeting for the monumental task of searching for the remains of persons still missing was held late Sunday evening. (This meeting was in advance of any formal request for assistance by the local jurisdictions.) Volunteers in the Sheriff's Search and Rescue Unit met with other representatives of the Bay Area Search and Rescue Council (BASAR). Their members were put on alert.

Approval to commence search operations was granted on the morning of Tuesday, October 22. (Originally planned to scour the entire burn area -- nearly three square miles of hills and canyons -- using wildland search techniques, the mission would first focus on the addresses listed on missing persons reports.) Because of extensive prior planning and the outstanding cooperation of the Chief of the East Bay Regional Parks, Joseph Rubini it was possible to establish a command center and staging area base camp at the reservoir in the center of the disaster area, Lake Temescal. The base camp was complete with a command/communications motorhome, command trailer and microwave telephone system coordinated by Ken Jourdan, State OES Law Enforcement Division, as well as command post trailers from Sonoma and Contra

Costa Counties.

From Wednesday, October 23, to Saturday, October 26, search teams arduously scanned the hillsides for any traces of the expected fatalities. Search dogs led their handlers to several discoveries. Toiling hours on hands and knees, sifting through ash and soot led to still more finds. A protocol was established within this process: each find of possible human remains led to notification of the Oakland Police liaison in the Search base camp; a team from the Oakland Police Department, including a homicide investigator, would then rendezvous with the search team; a preliminary determination would be made as to whether or not the bone or other fragment was human or not; if the remains were either human or questionable, a crime scene would be established (cordoned off, photographs taken, and report written); the Oakland Police dispatch center would then notify the Coroner's Bureau; a coroner's investigator would then arrive and take possession of the remains, complete an initial report, take photos to document the find, and return to the Bureau. By Saturday, the last victim of the fire's fatalities was recovered; the last name on the missing person list was crossed off. 7,374 hours of searching by trained volunteers from all over Northern California allowed the dead to be found.

At the Coroner's Bureau, the job of determining the identities of the dead was underway. Seven bodies were recovered the first night of the firestorm. All 25 fatalities were identified by the end of the week. Many of the bodies were severely burned; some were not identifiable by normal means. In addition to pathologists, the services of odontologists (dental specialists) and anthropologists were contracted. The odontologists provided a very valuable service in this event. Of the 25 cases of human remains that were identified, 13 cases were identified through forensic dentistry. The anthropologists were useful in seven cases by primarily identifying and separating human versus non-human remains. There was, however, one case where they were able

**List of Participants in
Search Operations**

<u>Agency</u>	<u>Staff</u>	<u>Hours</u>
ALAMEDA COUNTY	79 vols 45 paid	893.75 438.25
	<u>sub-total</u> 124	<u>1,331.</u>
BAMRU	31	317.25
Cal E-Star	43	437.
CARDA	70/33 dogs	697.25
Contra Costa	30	285.25
EBrPD	33	350.
El Dorado Co	19	134.75
Marin Co	12	93.
Placer Co	32	296.25
San Mateo Co	65	700.75
Sta Clara Co	99	1,007.25
Sta Cruz Co	33	351.5
Sonoma Co	43	406.25
WOOF	14/14 dogs	131.5
Fire Svcs	71	588.25
State OES	15	111.
MISC	<u>29</u>	<u>135.75</u>
TOTALS	762	7,374.

to determine the sex, race, relative age, and stature of the decedent. This information was crucial when the only other source available to identify the decedent was their jewelry and witness statements placing the victim at the location of the fire at the time of their death. Once the dead were positively identified, the victims' next of kin were identified and notified. It was a very time-consuming process. One internal complaint was regarding the sequencing of the specialists examining the remains. The problem was resolved by prioritizing the pathologists ahead of the other specialists in the future. Complaints by the media and the public about the slow pace of the identification process were the result of three overriding considerations:

- 1) The Coroner's Bureau refused to speculate on the number of dead. Speculation on the number of dead in the 1989 earthquake's freeway collapse led to headlines of "HUNDREDS DEAD" when less than 50 died. As a result, the Sheriff's Department established a policy that the number of dead were the number of bodies in the possession of the Coroner -- no numbers of bodies found, bodies discovered, or bodies seen were released. This was especially significant when early estimates were released that hundreds of people were on missing persons lists;
- 2) The number of fatalities identified was modified only after next of kin were notified to limit speculation on the identities of the dead; and
- 3) There was no margin of error allowed in identifying the dead. Positive confirmation of the identity needed to be done by unquestionable methods. The condition of the remains made this process even more painstaking.

By the following Monday, October 28, the Sheriff's Coroner's function in the firestorm was complete. The Coroner's Bureau was also responsive to the 34 non-fire related deaths during this same period.

For the living, County efforts were directed toward public health, sheltering issues, and victim assistance:

- The Health Care Services Agency, under the direction of David Kears, offered their services immediately to the evacuees, next-of-kin, responders, and even observers affected by the firestorm's ferocity. Public Health nurses assisted people at the shelters.
- The Social Services Agency, under the direction of Helen Knudson, assisted in shelter staffing and screening applicants at the Disaster Application Center.

- The District Attorney, John Meehan, assigned the Consumer Fraud Unit to provide warnings to the firestorm survivors to be careful about dealing with contractors, insurance adjusters, and others. Two of his investigators also participated in the Alameda County Arson Task Force as part of its interview team. The Arson Task Force was able to quickly determine the starting point of the Saturday fire the day before the firestorm. They were not, however, able to identify the cause of the earlier fire.
- The Cooperative Extension Department, under the acting-direction of Lucrecia Farfan-Ramirez, helped share landscaping suggestions with homeowners returning to damaged but habitable homes.
- The Assessor's Office, under the direction of Assessor John Scott, helped calculate the \$1.5 billion damage estimate, then turned around and graciously helped the victim homeowners with their taxes that would ultimately hurt the County's own budget. The County's lost revenue from the fire damage is estimated to be \$766,000.
- The Data Processing Department, under the direction of David MacDonald, provided 12-inch-high computer printouts of the Assessor's records of parcels in the burn area to the Oakland Police Department to be used to verify property owner identities for reentry. Additional copies were available to local, state, and federal agencies at the Disaster Application Center opened after the fire.
- The County Administrator, Steven Szalay, was at the County EOC Sunday in order to assure continuity of County government services throughout the event. His risk management and staff analysts managed hazard mitigation, cost recovery, and public information responsibilities.

County EOC briefings raised concerns on a myriad of issues. Many of them could be resolved best by local government. The County's final cost estimate on the Firestorm response was \$501,000. All of these County efforts were made while day-to-day local government operations remained minimally affected by the 40+ "County Family" members that were victims of this disaster themselves. Undersheriff Garrigan warned early on, "We're going to have tragedy in our own house....This is going to touch us all."

When the skies midweek turned cloudy and cool, government's focus turned to erosion control. Rains and mudslides would compound the disaster following the fire. Thoughts of debris careening down slopes onto homes that had miraculously survived the fire would be a nightmare. Local, state, and federal agencies all united to apply their expertise to save the soil from erosion. A

bright green fertilizer and seed slurry -- called "hydroseed" -- that dries to a hard shell was sprayed over most of the burn area's slopes. The artificial color added a peculiar appearance to the scorched hillsides. Fast-growing seeds were sown from helicopters circling the devastation. Woven straw mats covered exposed earth in some spots while short, black silt screens were set-up in adjacent gullies. Test holes were dug to identify the risk of soil slippage. High-tech satellite imaging provided bright-colored maps to better isolate threatening ground masses. Good old-fashioned straw bales were scattered to soak up any rain they could.

The weekend after the firestorm the Bay Area was hit by rain. First appearing as drizzle and light rain on Thursday, and by Saturday the downpour was measurable in inches. The soil didn't move. As a precaution, the local emergency remained in place three months later waiting for that first strong winter storm to truly test the erosion experts' efforts. If the mudslides were to occur, the local emergency proclamations would be expanded upon to include the added damage (much like an earthquake's proclamation is expanded to include the damage of its aftershocks). Once this disaster's chapter was closed, it would be unlikely that a new disaster declaration would be made for mere mudslides.

In later weeks, debris removal became the focus of joint efforts. Thousands of burned-out carcasses of automobiles would be towed away for scrap. In some neighborhoods, the cars' shells were spray-painted to act as address markers for lots upon which no recognizable numbers could be placed.

There were dump trucks instead of fire engines and rental cars with insurance companies' placards on their doors instead of police cars. These were obvious symbols that emergency response had given way to disaster recovery.

RECOVERY

The stricken residents of the Berkeley and Oakland hills waited anxiously for the realization of assurances of assistance. They were already stressed from delays in returning to their damaged or destroyed homes because of ongoing fire dangers. In the Hiller Highlands, they were delayed further while the search and recovery operations were completed.

Mayor Harris and his staff had a brainstorming session on the types of services that might be gathered in one place for the convenience of the fire victims. A long list was made, including: cities' departments, County agencies, utilities, community-based organizations, construction representatives, insurance companies, as well as state and federal assistance agencies. This was much more than the traditional concept of a Disaster Application Center (DAC) had intended, as espoused by FEMA. The City of Berkeley agreed to the single facility as a joint "one-stop-shop" for disaster assistance. Fortunately, the FEMA regional director was Bill Medigovich, former director of the State Office of Emergency Services. He listened to the plan and agreed to participate. FEMA later rejected Oakland's request for reimbursement on the costs of the community-based DAC; the rejection has been appealed. Unable to commit his federal agencies in less than four days from the President's declaration, the DAC opened without them on the Thursday afternoon after the fire.

Weeks were needed to complete the process for many of the victims. Some were still involved in the process months after the DAC was closed. The process was complicated for some due to the lack of sufficient personal records after the firestorm. Unlike an earthquake- or tornado-ravaged home, many homeowners found themselves with no personal records at all. Many were of the same mind as Warren Widener, member of the Alameda County Board of Supervisors. A firestorm victim himself, he said, "Just thinking about trying to put your life together with no records...You know⁸ it just seems like that's...that's the thing that's stressful."

In addition to the federal and state assistance offered at the DAC, three disaster service centers were opened by the Red Cross: one at the Ellen Driscoll Playhouse in Piedmont; one at the University's student union in Berkeley; and one at the First Congregational Church in Oakland. The Red Cross helped 1,900 families by providing vouchers for food, clothing, household furnishings, medical needs, occupational supplies, and shelter at a total cost of over \$2.5 million. 83,000 meals were prepared and distributed to victims in shelters and service centers, first-responders in the field, and emergency managers in command posts and EOCs.

A central point for the reconstruction permitting process was also established for each of the cities impacted. Berkeley established its one-stop permitting in the basement of its City Hall. Oakland established their's, first at the DAC, and then closer downtown on Broadway.

The inter-jurisdictional cooperation evident in the DAC set-up was carried over into several aspects of the disaster recovery process:

- In dealing with the soil erosion issues, a task force was established with representatives of several local, state, and federal agencies.
- Against the traditional local-state-federal government heirarchy, FEMA representatives were meeting and cooperating with local agencies directly without intermediaries.
- The search and recovery planning included BASAR, representing more than a dozen trained volunteer groups specializing in search management.
- In November, a three-day workshop allowed all of the state and federal agency representatives involved in the hazard mitigation process to plan with -- not for -- representatives of the impacted jurisdictions.
- A task force approach was taken by Oakland and Berkeley to review the lessons learned in this disaster and improve the area's emergency preparedness hand-in-hand with representatives of the County, community-based organizations, the private sector, and elected officials.

Years from now historians will recount the heroic efforts and monumental statistics of the firestorm response. They will hopefully appreciate the fact that local government responded well. Their dedication, training, and experience, even when faced with financial hardship clearly helped them through this demanding effort.

Oakland, Berkeley, and Alameda County will have to adjust their tight budgets to compensate for the firestorm. Maintaining the appropriate documentation to facilitate reimbursement was a constant theme in the County's EOC briefings. Over ten million dollars was spent by local government in response to the East Bay Firestorm. The week after the firestorm began, newspaper reports of federal reimbursement gave local agencies high hopes. Clearly, however, the process was to fill out a form and stand in line. These East Bay agencies may have a long wait. The City of Oakland and Alameda County are still waiting for reimbursement funds from the Loma Prieta Earthquake.

CONCLUSION

There were a lot of problems identified after the firestorm. Those internal to the Cities of Oakland and Berkeley will not be discussed here; their after-action reports will deal with those issues. The greatest number of comments were on three topics: mutual aid, communications, and EOC operations.

Mutual aid is intended to be a cooperative effort of government agencies helping each other out in a time of need. It is successfully used two or more times a year in the 16 Bay Area and northwest counties comprising the State Office of Emergency Services, Region II. The hesitancy on the part of Oakland to request mutual aid is indicative of a self-reliant city. Oakland units have responded to the aid of its neighbors countless times. It was clear, however, that the magnitude of the firestorm's devastation taxed the city far beyond its ability to respond without assistance.

Problems with law enforcement mutual aid were noted as follows:

- A) Mutual aid officers sat for hours the second day anxiously awaiting assignments. Oakland Police representatives at the police staging area at Claremont Middle School were unsure of how best to utilize the help or the procedures to deploy them.
- B) Mutual aid officers worked expected long shifts providing assistance while unexpectedly being given no relief.
- C) No rest rooms were provided to the mutual aid officers at the perimeter access points. Officers had to relieve themselves in nearby residents' homes or in the bushes at more remote locations.
- D) Food did not always get to officers who were reassigned by field managers.

The traditional mutual aid systems (police, fire and rescue, and public works) were decentralized and ran as they might for a smaller emergency -- say a riot, remote forest fire, or flood. They were not integrated into the emergency management at the EOCs as they should under the authority of the directors of emergency services. After all, this was not just an emergency, it was a disaster. Information was not shared between EOCs and command posts that might have allowed for less duplication of efforts, more effective support from the EOC, and increased efficiency in the field.

Many of these points have already been raised among the responding agencies. Most issues were resolved and lessons learned early in the week of the firestorm. It is included here

as a reminder to other agencies that believe themselves to always be the giver and never the taker; the departments that believe themselves to always be the coordinator and not the victim.

The fact that the Sheriff's Department was both the lead agency and the mutual aid coordinator assured that mutual aid efforts were always included in the planning, response, and briefings in the County EOC.

Communications problems were complicated by the lack of equipment, lack of interagency links, and the terrain of the disaster. There were several deployed teams of Sheriff's deputies that found themselves at the scene with no radio communications at all. Other emergency workers found themselves in similar positions. Post-event questionnaires recommended that additional portable radios be acquired by the County that would allow for direct communications between teams deployed in the field.

The County EOC was activated for more than an hour before anyone was able to contact the Oakland EOC or police command staff. This was a critical problem in the initial response.

Currently, there is no radio communications system that would link the County with city EOCs. The Sheriff's Office of Emergency Services plans to explore a plan for a radio system that will allow all of the cities, special districts, and the County EOCs to coordinate their efforts whether telephones are working or not.

There are portions of the County, coincidentally in the Oakland and Berkeley hills, that the Sheriff's radio system does not reach satisfactorily. Portable repeaters are critical when an emergency occurs in the East Bay Hills. While the County does intend to convert to an 800 MHz system in the future, the purchase and use of portable repeaters need to be pursued.

Lastly, the Office of Emergency Services will continue its efforts to improve its capability to coordinate the County's response when disaster next strikes Alameda County. The original intent of only a partial activation eliminated the use of the tested emergency notification procedures. The procedures include both an order of succession and an alert list. It would assure that all County agencies would be contacted for representation in an activated EOC. Unfortunately, the procedures were not used when the EOC converted to a full activation. The plan has since been revised to require at least an advisory notification to all primary response agencies regardless of the extent to which the EOC is being activated.

The policy decision to no longer accept and track vendor inquiries during the emergency response period will better allow

resource management of existing, predesignated, and qualified sources of assistance as well as convergent volunteer services and donations. None of the sales pitches were taken advantage of during the response (in fact, some were downright disrespectful of the victims' plight). One company called five times to offer their portable offices, then interrupted staff in the Resources Unit to drop off brochures at the EOC. The existence of a local emergency does not relieve the County of its obligation to do business with companies that have met insurance, liability, and certain other purchasing requirements. The efforts to "reinvent the Yellow Pages during a disaster" were inefficient and will not be repeated.

High-tech applications will continue to be used where possible, whether for alerting and warning, emergent volunteer management, or situation analysis and disaster intelligence. The County is currently investigating the automated alerting systems being offered. One system uses telephone banks, recorded messages, and a telephone number database. In an emergency, a message is relayed in minutes to all telephone numbers in a threatened area. Use of old neighborhood sirens, coupled with emergency public information systems, are being reconsidered after being dismantled in 1988. Computer databases on EOC personal computers are being developed for the massive tracking of volunteers and donations during a disaster response. Computers are also being used to gather, analyze, and report damage assessment information. The geographic plotting capabilities of the computer-assisted dispatch system was used in the County EOC during the firestorm response. It will be further expanded upon in the future.

Greater use of the resources and staff of all the County's agencies -- not just the big ones -- will be expanded in the ongoing preparedness for the looming catastrophe that will next strike Alameda County. Planning efforts in the past two years have focused on the eight County agencies having primary responsibilities for disaster functions. Now that their confidence in their roles has been increased, the supporting agencies will once again be incorporated into the disaster preparedness program. They must, because the alternative is unacceptable.

After the initial response of the first four days, nearly 75% of the EOC staffing was borne solely by the Sheriff's Department. The development of pre-designated teams to take responsibility for specific functions will help share the burden of responsibility with the 20 smaller supporting agencies in the County's emergency organization. Shelter Management, Fiscal Recovery, DAC Coordination, and Situation Analysis are four examples of emergency functions where the team approach could be most beneficial. The development of checklists for these teams, as well as for other EOC staff, is to be completed in the

immediate future.

After all, it is an ongoing team approach that enables us all to manage disasters. None of us can do it on our own. With that in mind, efforts to make Alameda County's emergency response and recovery more efficient and effective will continue.

List of Attachments/Exhibits available in a separate volume at the Office of Emergency Services:

- EOC Details (chronologies, sign-in/sign-out logs)
- After-Action Reports and Questionnaires
- Damage Assessment and Situation Analysis Reports
- Maps, Diagrams, Photographs, Videotape, and Assessor's Printouts of the Disaster Area
- Newspaper Clippings of Firestorm Coverage

ENDNOTES

- ¹ Disaster Statistics sources are as follows: People Dead - Coroner's Bureau; People Injured - Emergency Medical Services District; People Displaced - Oakland OES; Houses Damaged/Houses Destroyed/Multi-Units Destroyed - American Red Cross, East Bay Chapter; Estimated Private Property Loss - Assessor's Office.
- ² Captain Gary L. Thuman, quoted by Undersheriff Howard T. Garrigan; Sheriff's Department Briefing, Alameda County EOC, San Leandro; October 20, 1991, 8:30 p.m.
- ³ Terry A. Gitlin, Emergency Services Coordinator; Alameda County EOC Briefing, San Leandro; October 20, 1991, 9:00 p.m.
- ⁴ Bill Medigovich, FEMA Region IX Director; Public Agencies Briefing, ABAG Auditorium, Oakland; October 23, 1991
- ⁵ Oakland Police Department homicide investigator, quoted by Undersheriff Howard T. Garrigan; Sheriff's Department Briefing, Alameda County EOC, San Leandro; October 20, 1991, 8:30 p.m.
- ⁶ Undersheriff Howard T. Garrigan; Sheriff's Department Briefing, Alameda County EOC, San Leandro; October 20, 1991, 8:30 p.m.
- ⁷ Ibid.
- ⁸ Warren Widener, Board of Supervisors; Alameda County EOC Briefing, San Leandro; October 20, 1991, 9:00 p.m.

Attachment A - Proclamations

PROCLAMATION OF EXISTENCE OF LOCAL EMERGENCY (Alameda County)

A RESOLUTION PROCLAIMING THE EXISTENCE OF A LOCAL EMERGENCY BY
THE CITY COUNCIL OF THE CITY OF OAKLAND

PROCLAMATION OF EXISTENCE OF A LOCAL EMERGENCY (Berkeley)

RESOLUTION CONFIRMING EXISTENCE OF A LOCAL EMERGENCY (Alameda
County)

LOCAL RESOLUTION REQUESTING STATE DIRECTOR, OFFICE OF EMERGENCY
SERVICES' CONCURRENCE IN LOCAL EMERGENCIES (Alameda County)

PROCLAMATION OF A STATE OF EMERGENCY (Governor)



Alameda County Sheriff's Department

SPECIALIZED SERVICES SECTION, 2000 150TH AVENUE, SAN LEANDRO, CA 94578-1369
(415) 667-7740 FAX (415) 667-7728

CHARLES C. PLUMMIER, SHERIFF
MARSHAL - CORONER - PUBLIC ADMINISTRATOR
DIRECTOR OF EMERGENCY SERVICES

PROCLAMATION OF EXISTENCE OF LOCAL EMERGENCY

WHEREAS, Chapter VI, Section 6-3.03, of the Administrative Code of the County of Alameda empowers the Director of Emergency Services to proclaim the existence of a local emergency when said County is affected or likely to be affected by a public calamity and the Board of Supervisors is not in session; and

WHEREAS, the Director of Emergency Services of the County of Alameda does hereby find:

That conditions of extreme peril to the safety of persons and property have arisen within said county, caused by fire and

That the Board of Supervisors of the County of Alameda is not in session (and cannot immediately be called into session);

NOW THEREFORE, IT IS HEREBY PROCLAIMED that a local emergency now exists throughout said County; and

IT IS FURTHER PROCLAIMED AND ORDERED that during the existence of said local emergency the powers, functions, and duties of the emergency organization of this county shall be those prescribed by state law, by ordinances, and resolutions of this county and by the County of Alameda Emergency Plan, as approved by the Board of Supervisors.

Dated: October 20, 1991

By: Howard C. Langay
Director of Emergency Services
County of Alameda

OAKLAND CITY COUNCIL

RESOLUTION NO. 68441 C. M. S.

INTRODUCED BY COUNCILMEMBER _____

VLJ:prj

A RESOLUTION PROCLAMING THE EXISTENCE OF A
LOCAL EMERGENCY BY THE CITY COUNCIL OF THE
CITY OF OAKLAND

WHEREAS, Ordinance No. 10923 C.M.S. of the City of Oakland, adopted December 8, 1987, as amended, empowers the City Council of the City of Oakland, upon the request of the Director of Emergency Services, to proclaim the existence or threatened existence of a local emergency when the City is affected or likely to be affected by a public calamity; and

WHEREAS, pursuant to Ordinance No. 10923 C.M.S., the City Manager of the City of Oakland, as Director of Emergency Services, requested the City Council of the City of Oakland to proclaim the existence of a local emergency; and

WHEREAS, the City Council of the City of Oakland does hereby find:

1. That conditions of extreme peril to the health, safety and welfare of persons and property have arisen within the City, caused by an uncontrollable six alarm fire in the Oakland Hills, which commenced on or about 11:00 a.m. on the 20th of October, 1991; and
2. That the aforesaid conditions of extreme peril warrant and necessitate the proclamation of the existence of a local emergency; and

WHEREAS, the Governor of the State of California has proclaimed on the 20th day of October, 1991, the existence of a local state of emergency in the City of Oakland; now, therefore, be it

RESOLVED AND PROCLAIMED that a local emergency now exists throughout the City of Oakland; and

IT IS FURTHER RESOLVED that said local emergency shall be deemed to continue to exist until its termination is proclaimed by the City Council of the City of Oakland, and that for the duration of this local emergency, all meetings of the City Council shall be emergency meetings.

I certify that the foregoing is a full, true and correct copy of an Resolution passed by the City Council of the City of Oakland, California on

OCT 20 1991

ARRECE JAMESON
City Clerk

per _____

Helen Bolder, Deputy.

PROCLAMATION OF EXISTENCE OF A LOCAL EMERGENCY

(by Director of Emergency Services)

WHEREAS Ordinance No. 4721 of the City of Berkeley empowers the Director of Emergency Services to proclaim the existence or threatened existence of a local emergency when said city is affected or likely to be affected by a public calamity and the City Council is not in session; and

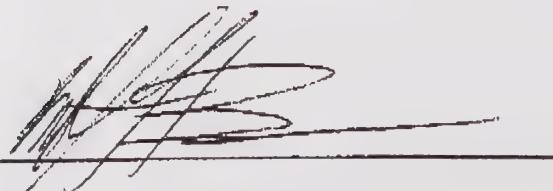
WHEREAS, the Director of Emergency Services of the City of Berkeley does hereby find:

That conditions of extreme peril to the safety of persons and property have arise with in said city caused by fire; and

That the City Council of the City of Berkeley is not in session (and cannot immediately be called into session);

NOW, THEREFORE, IT IS HEREBY PROCLAIMED that a local emergency now exists throughout said city; and

IT IS FURTHER PROCLAIMED AND ORDERED that during the existence of said local emergency the powers, functions, and duties of the emergency organization of the city shall be those prescribed by state law, by charter, by ordinances, and the resolutions of this city, and by the City of Berkeley Emergency Plan, as approved by the City Council on April 24, 1980.



Michael F. Brown, Director of Emergency Services

18:20PM
2004T91

THE BOARD OF SUPERVISORS OF THE COUNTY OF ALAMEDA, STATE OF CALIFORNIA

On motion of Supervisor.....Widener....., Seconded by Supervisor.....Campbell.....,
and approved by the following vote,
Ayes: SupervisorsAragon,..Campbell,..Perata,..Widener..and..President..King....S.....
Noes: SupervisorsNone.....
Excused or Absent: Supervisors Naen.....

THE FOLLOWING RESOLUTION WAS ADOPTED: OCTOBER 22, 1991 NUMBER...R-91-864.....

RESOLUTION CONFIRMING
EXISTENCE OF A LOCAL EMERGENCY

WHEREAS, Section 6-3.03(a) of the Alameda County Administrative Code empowers the Director of Emergency Services to proclaim the existence or threatened existence of a local emergency when said County is affected or likely to be affected by a public calamity and the Board of Supervisors is not in session, subject to ratification by the Board of Supervisors within seven days; and

WHEREAS, the conditions of extreme peril due to the safety of persons and property have arisen within this County, caused by fire commencing on or about 11 a.m. on the 20th day of October 1991 at which time the Board of Supervisors of the County of Alameda was not in session; and

WHEREAS, said Board of Supervisors does hereby find that the aforesaid conditions of extreme peril did warrant and necessitate the proclamation of the existence of a local emergency; and

NOW, THEREFORE, IT IS HEREBY PROCLAIMED AND ORDERED that said local emergency shall be deemed to continue to exist until its termination is proclaimed by the Board of Supervisors, County of Alameda, State of California.

I CERTIFY THAT THE FOREGOING IS A CORRECT COPY OF A RESOLUTION ADOPTED BY THE BOARD OF SUPERVISORS, ALAMEDA

COUNTY, CALIFORNIA OCT 22 1991

ATTEST: OCT 23 1991

WILLIAM MEHRWEIN, CLERK OF

THE BOARD OF SUPERVISORS

BY: *Perkins*

AGENDA #16A
RESO #R-91-864
FILE #5638
10/22/91

THE BOARD OF SUPERVISORS OF THE COUNTY OF ALAMEDA, STATE OF CALIFORNIA

On motion of Supervisor.....Widener....., Seconded by Supervisor.....Campbell.....,
and approved by the following vote,
Ayes: Supervisors.....Aragon,..Campbell,..Perata,..Widener..and..President..King....5.....
Noes: Supervisors.....None.....
Excused or Absent: Supervisors.....None.....

THE FOLLOWING RESOLUTION WAS ADOPTED: OCTOBER 22, 1991 NUMBER R-91-851.....

LOCAL RESOLUTION REQUESTING STATE
DIRECTOR, OFFICE OF EMERGENCY SERVICES' CONCURRENCE
IN LOCAL EMERGENCIES

WHEREAS, on October 22, 1991, the Board of Supervisors of the County of Alameda found that due to fire; a condition of extreme peril to life and property exists in the County of Alameda beginning October 20, 1991; and

WHEREAS, in accordance with state law the Board of Supervisors now proclaims an emergency does exist throughout said County; and

NOW, THEREFORE, IT IS HEREBY PROCLAIMED AND ORDERED that a copy of this resolution be forwarded to the State Director of the Office of Emergency Services with a request that he find it acceptable in accordance with provisions of the Natural Disaster Assistance Act; and

IT IS FURTHER RESOLVED that Steve Szalay, County Administrator, is hereby designated as the authorized representative of the County of Alameda for the purpose of receipt, processing, and coordination of all inquiries and requirements necessary to obtain available state assistance.

I CERTIFY THAT THE FOREGOING IS A CORRECT COPY OF A RESOLUTION ADOPTED BY
THE BOARD OF SUPERVISORS ALAMEDA
COUNTY, CALIFORNIA OCT 22 1991

ATTEST: OCT 20 1991
BY: William Mehrwein, Clerk of
THE BOARD OF SUPERVISORS
Opelans

AGENDA #16A
RESO #R-91-851
FILE #5638
10/22/91

1700

PROCLAMATION
OF A
STATE OF EMERGENCY

I, PETE WILSON, Governor of the State of California, find that conditions of extreme peril to the safety of persons and property exist within the County of Alameda and City of Oakland, State of California, beginning late morning on October 20, 1991, as a result of a fire of unknown origin.

Upon the request of the County of Alameda and City of Oakland, and because the magnitude of this disaster exceeds the capabilities of the services, personnel, and facilities of the County of Alameda and the City of Oakland, I therefore proclaim a State of Emergency to exist in the County of Alameda and the City of Oakland.

Pursuant to this proclamation, I hereby direct all agencies of state government to utilize and employ state personnel, equipment and facilities for the performance of any and all activities to alleviate this emergency and, furthermore, direct the implementation of standing orders one and three, and state disaster assistance programs in accordance with state law.

I FURTHER DIRECT that as soon as hereafter possible, this proclamation be filed in the Office of the Secretary of State and that widespread publicity and notice be given to this proclamation.

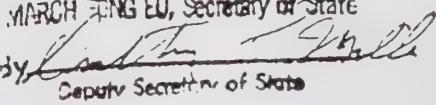
IN WITNESS WHEREOF, I have hereunto set my hand and caused the Great Seal of the State of California to be affixed this 20th day of October 1991.



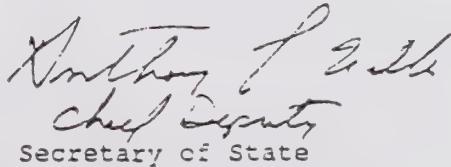
PETE WILSON
GOVERNOR

FILED
in the office of the Secretary of State
of the State of California

OCT 20 1991

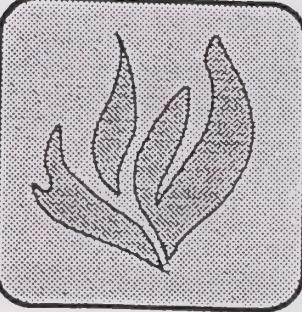
16:55 o'clock P.M.
MARCH FENG EU, Secretary of State
by 
Deputy Secretary of State

ATTEST:


Anthony J. Zell
Chief Deputy
Secretary of State

Attachment B - After-Action Questionnaires (County Agencies)

Auditor-Controller
Clerk of the Board
Cooperative Extension
County Administrator's Office
County Clerk-Recorder
District Attorney's Office
Castro Valley Fire Protection District
General Services Agency
Library
Municipal Courts -
 Alameda
 Berkeley-Albany
 Fremont-Newark-Union City
 Livermore-Pleasanton
 Oakland-Piedmont-Emeryville
 San Leandro-Hayward
Planning Department
Probation Department
Public Defender
Registrar of Voters
Retirement Association
Social Services Agency
Superior Court
Weights and Measures
Zone 7



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Wednesday, November 8th. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: AUDITOR-CONTROLLER

Contact Person: CHARLES ROACH Telephone # 272-6565

My Department was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

X

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other SEE ATTACHED

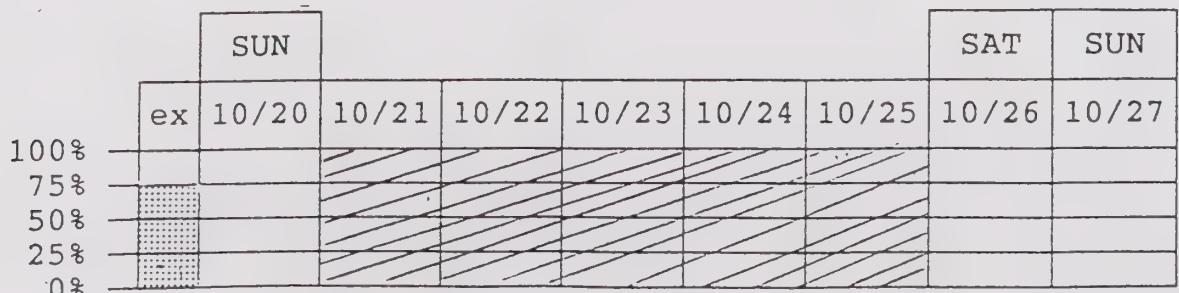
Other _____

On an attached sheet, provide a detailed narrative of the department's response activities.

2

CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?



3

EMERGENCY RECOVERY

N/A

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

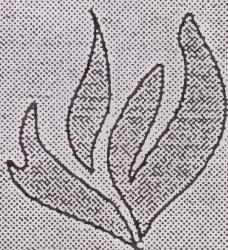
5

ADDITIONAL DOCUMENTATION

If there is any documentation (Departmental disaster reports, emergency logs, maps, photos, etc.) that you believe should be included in the after-action report, attach it to this questionnaire.

1. EMERGENCY RESPONSE, OTHER

Departmental involvement in Firestorm Disaster primarily included attendance at OES briefings and establishment of accounts in the centralized accounting system to record costs and revenues related to disaster.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Wednesday, November 8th. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Clerk, Board of Supervisors

Contact Person: Bill Mehrwein Telephone # 26341

My Department was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's response activities.

2

CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?

	SUN								SAT	SUN
		ex	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27
100%										
75%										
50%										
25%										
0%										

Please color in a 'guess-timate' of the level of non-disaster activity

October 1991
EAST BAY FIRESTORM
AFTER-ACTION REPORT QUESTIONNAIRE

Page 2

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

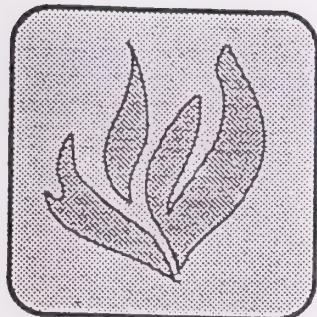
Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

If there is any documentation (Departmental disaster reports, emergency logs, maps, photos, etc.) that you believe should be included in the after-action report, attach it to this questionnaire.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Wednesday, November 8th. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Cooperative Extension

Contact Person: Ali Harivandi Telephone #670-5200

My Department was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other PUBLIC INFORMATION ERosion CONTROL

Other _____

On an attached sheet, provide a detailed narrative of the department's response activities.

2

CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?

	SUN	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27	SAT	SUN
100%											
75%			X	X	X	X	X				
50%											
25%											
0%											

Please color in a 'guess-timate' of the level of non-disaster activity

October 1991
EAST BAY FIRESTORM
AFTER-ACTION REPORT QUESTIONNAIRE

Page 2

3 EMERGENCY RECOVERY

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

<input type="checkbox"/>
<input type="checkbox"/>
<input checked="" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

- Costs accounting/documentation
Staff relocations
Liaison with disaster assistance agencies
Other _____
Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4 PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

<input type="checkbox"/>
<input checked="" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

- Emergency communications systems
Resources available
Facilities and equipment
Inter- and intra-Departmental coordination
Other _____
Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5 ADDITIONAL DOCUMENTATION

If there is any documentation (Departmental disaster reports, emergency logs, maps, photos, etc.) that you believe should be included in the after-action report, attach it to this questionnaire.



C O U N T Y A D M I N I S T R A T O R

FAX NO. (415) 272-3784

STEVEN C SZALAY
COUNTY ADMINISTRATORSUSAN S MURANISI
ASSISTANT COUNTY ADMINISTRATOR

FAX TRANSMITTAL SHEET

DATE: 12-11-91

TO: Jerry Birn
FROM: Ben Gross
SUBJ: _____

COMMENTS: _____

NO. OF SHEETS BEING TRANSMITTED INCLUDING TRANSMITTAL: 6

THANK YOU.

EDITORIALS

Expand 'hot line' phones

Alameda, Solano should join emergency system

The East Bay has taken an important first step toward creating a comprehensive emergency telephone network that can be used to rapidly alert residents to the dangers of major disasters, such as the 1988 Safeway warehouse fire in Richmond.

Just as importantly, the system also can be used to dispel rumors, such as those that arose in the 1989 Chevron refinery fire, before mass panic sets in.

Now that the computer-operated, fast-response Community Alert Network is on line in Contra Costa County, what's needed is for Alameda and Solano counties to follow Contra Costa's lead to make the system serve all the East Bay.

In fact, the telephone network could save so many lives in an emergency that the regional agencies, such as the water- or air-quality control boards, should consider expanding it throughout the nine-county Bay Area.

The reason is obvious. Major environmental disasters no more respect county lines than they do municipal boundaries. They go where wind and water currents — or fault lines — carry them.

Emergency messages must be able to quickly those same boundaries to warn people what's heading their way and what precautions to take.

Community Alert Network computers can be programmed to provide, at a rate of 3,000 calls an hour, recorded information on major disasters to all listed numbers in Contra Costa.

They also can be programmed to alert specific neighborhoods to such area emergencies as broken water mains or missing children.

Network computers, coordinated by the Contra Costa Office of Emergency Services, also can deliver those messages to the hearing-impaired and in foreign languages. That's vital in the East Bay, where some 20 languages are spoken in addition to English.

The computers also track each call, allowing emergency workers to make per-

sonal checks where phones aren't answered. And the system also is connected to two radio stations, KKIS-AM and KISS-FM, to broadcast emergency alerts.

Contra Costa was the perfect East Bay county in which to establish the network, advocated since 1988 by the West County Toxics Coalition and already in use in more than 300 jurisdictions across the country, including Hayward and Santa Barbara County.

Largely because of the Richmond-to-Martinez industrial corridor, Contra Costa is California's second-largest producer and exporter of hazardous materials. Only Los Angeles County produces more; Alameda and Solano counties trail Contra Costa.

And Contra Costa, building on a government-industry partnership, has come up with a fair, efficient method of financing the system's \$70,000 startup cost and \$60,000 annual operating expense.

Those costs are paid by an increase in the fees charged to conduct safety inspections of all businesses in the county that handle hazardous materials.

The fee plan's supported by Community Awareness Emergency Response, a coalition of Contra Costa industries and emergency workers.

Contra Costa County has the biggest need for a Community Alert Network because of its concentration of refineries, chemical plants and manufacturers.

But there's ample reason for Alameda and Solano counties to first establish systems of their own, then form a three-way link. Each is affected by what happens in Contra Costa.

Each has its own industrial concentrations — Alameda in the Oakland area and Solano just across the Carquinez Strait from Contra Costa in Benicia and Vallejo.

Now that Contra Costa has its system on line, Alameda and Solano counties should follow suit.

Individually and together, the three counties can provide a prototype for a Community Alert Network serving the entire Bay Area.

Wilson approves tougher penalties for 'hate crimes'

Associated Press

SACRAMENTO — Gov. Pete Wilson signed legislation Sunday increasing the penalties for threatening any person because of his or her race, religion or sexual orientation.

The so-called "hate crimes" bill SB98 by Sen. Bill Lockyer, D-Hayward, would also increase penalties for property damage or injuries motivated by prejudice.

"District attorneys often do not prosecute people for hate crime under existing laws because tougher sentences can be obtained with other statutes," Wilson said. "The legislation will give district attorneys the tools they need to punish civil rights violations."

Lockyer's bill increases the maximum penalty for using threats or force to interfere with an individual's exercise of his or her civil rights from six months to a year in jail. It increases maximum fines for property damage from \$500 to \$1,000.

The bill also adds up to four years to the prison terms of gang members convicted of other crime if the offenses were determined to be hate crimes.

Response Activities

Response activities included the efforts of the County Administrator, the Principal Analyst in charge of the Financial Management Unit (FMU), and the County Public Information Officer.

CAO participated in periodic situation meetings at OES, initiated contacts with department heads involved in disaster response, maintained liaison with Board members, and provided public reports to Board and others on progress of response activities.

The Principal Analyst in charge of FMU assisted with coordination of County response effort at OES, participated in periodic situation meetings, and assisted with initiating planning for DAC operations.

Public Information Officer assisted with coordination of public information effort.

Recovery

Recovery activities included the efforts of the County Administrator, the Principal Analyst in charge of FMU, the County Public Information Officer, and the County Risk Manager.

CAO participated in periodic update meetings at OES, maintained liaison with Board members and provide public reports to Board and others.

The Principal Analyst in charge of FMU assisted with establishing DAC, coordinated with City of Oakland and Berkeley staff, State and federal staff regarding establishment of DAC, coordinated with County agency and department staff who participated in DAC operations and provided staffing assistance at DAC.

The Principal Analyst also assisted with initiating process to obtain State and federal reimbursement for fire disaster costs, coordinated with County agency and department staff and State, federal and city staff. The Principal Analyst also assisted with making recommendations regarding distribution of donated funds to Red Cross and the United Way.

The Risk Manager assisted with the completion of Fire Hazard Mitigation Plan and developing resources to assist County employees with recovery efforts.

The Public Information Officer assisted with coordination of public information effort.

Problem Areas and Recommendations

Resources

Need greater resource base to draw on for recovery operations. Recommend designating other agencies and departments and possibly additional CAO staff in addition to Social Services, Mental Health and Assessor for providing assistance at DAC and participating in other recovery operations.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

AFTER-ACTION REPORT QUESTIONNAIRE

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Department: CAO

Contact Person: KEN GROSS

Telephone # 27880

My Department was not involved in the Firestorm Disaster.

1 EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes
that apply to the
Department's Response

X X X

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other DAC

Other

On an attached sheet, provide a detailed narrative of the department's response activities.

2	CONTINUITY OF GOVERNMENT
---	--------------------------

What percentage of normal government service was performed by the department for the first week after the firestorm?

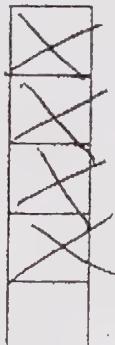
October 1991
EAST BAY FIRESTORM
AFTER-ACTION REPORT QUESTIONNAIRE

Page 2

3 EMERGENCY RECOVERY

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery



- Costs accounting/documentation
Staff relocations
Liaison with disaster assistance agencies
Other DAC
Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4 PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

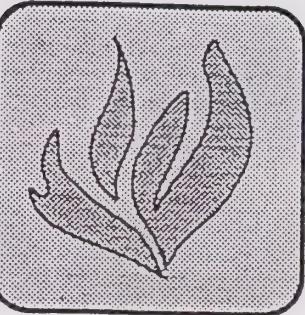


- Emergency communications systems
Resources available
Facilities and equipment
Inter- and intra-Departmental coordination
Other _____
Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

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OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

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Department: County Clerk - Recorder

Contact Person: René Davidson Telephone # 26755

My Department was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

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Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's response activities.

2

CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?

	SUN								SAT	SUN
		ex	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27
100%										
75%										
50%										
25%										
0%										

Please color in a 'guess-timate' of the level of non-disaster activity

October 1991
EAST BAY FIRESTORM
AFTER-ACTION REPORT QUESTIONNAIRE

Page 2

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Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

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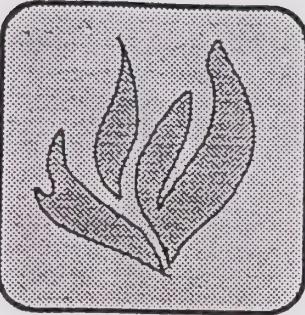
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Facilities and equipment
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OCTOBER 1991
EAST BAY FIRESTORM
ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Wednesday, November 8th. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: District Attorney's Office

Contact Person: Chief Asst. DA.Orloff Telephone # 272-6222

My Department was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

xx

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

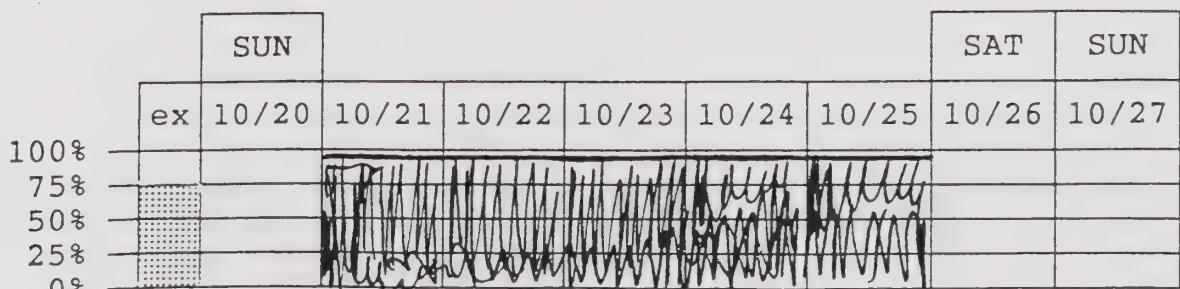
Other _____

On an attached sheet, provide a detailed narrative of the department's response activities.

2

CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?



October 1991
EAST BAY FIRESTORM
AFTER-ACTION REPORT QUESTIONNAIRE

Page 2

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

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Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

If there is any documentation (Departmental disaster reports, emergency logs, maps, photos, etc.) that you believe should be included in the after-action report, attach it to this questionnaire.



Alameda County
District Attorney's Office
John J. Meehan, District Attorney

• MEMORANDUM •

TO: Terry Gitlin
Alameda County Office of Emergency Services

FROM: Thomas Orloff *T.O.*
Chief Assistant District Attorney

DATE: November 15, 1991

RE: East Bay Firestorm - After Action Report

* * * * *

Two Inspectors from the District Attorney's Office are members of the Alameda County Arson Task Force.

The Arson Task Force was activated at 1200 hours on Sunday, October 20, 1991. Both Inspectors assigned to the Arson Task Force worked exclusively with the Arson Task Force until Wednesday, October 30, 1991, when the Task Force was cut back to normal operation. During this period of time, both Inspectors were assigned to the Interview Team.

*DISTRICT ATTORNEY'S OFFICE
ALAMEDA COUNTY*

MEMORANDUM

TO: TOM ORLOFF
FROM: JOHN J. MEEHAN, District Attorney
RE: *East Bay Firestorm - After Action Report*
DATE: November 13, 1991

For necessary action.

Arson Task Force (Guzman, etc) and other involved. Please check with staff and Inspectors and respond.

Thanks,

Jack

REPORT OF THE OAKLAND MUTUAL AID FIRE

To: Chiefs Office 10/30/91
From: Captain Richard Brown

On October 20, 1991, Tom Godbier, Ken Horton and I were summoned to return to work at approximately 1230 hours to back fill station #3. The crew from engine #3 had been dispatched with patrol #1 to Oakland with a task force. Shortly after arrival at station #1 to pick up engine #3, Fremont fire dispatch called and requested that Castro Valley send another engine to join a strike that was assembling at Fairmont Hospital. We loaded our equipment and personal safety clothing onto engine #5, Fremont requested we send the closest thing to a type 3 engine. We rendezvoused with strike team #12 at approximately 1300 hours, and immediately departed for Oakland.

As we approached the fire area in Oakland the skies became darker and we encountered large volumes of smoke. The strike team leader, from Union City, reiterated what we were discussing in our engine; this was a serious situation that we were entering, stay close together, travel slowly, and don safety gear immediately upon reaching the staging area.

The staging area the strike team was supposed to reach was on Marlborough Terrace in the Hiller Highlands area. We reached the approach to Hiller Highlands and began our ascent. We were surrounded by fire on all sides and as far as we could see. It was evident a fire storm had moved through the area as most of the structures were burned to the ground. It had the same appearance as pictures I had seen of Hiroshima after the atom bomb was dropped. The time at this point was approximately 1330 hours. When we reached the top of the hill we turned onto Charing Cross Rd.. The strike team was traveling cautiously in this area because of the intense winds and smoke.

'We came to an abrupt stop when we found the road blocked by the carnage of burnt human remains and burning vehicles blocking the road. The lead engine, from Fremont, checked the area beyond the road blockage by foot for any possible survivors of the fire storm. They found one man in the group of victims still alive. It appeared he survived because he was laying in a puddle of water. The strike team leader called for all engines to turn around and point the engines toward the same route we just traveled. Turning around our engine was very precarious; trying to avoid human remains in the road. The strike team crew loaded the victim into the strike team leaders vehicle. We exited the Hiller Highlands area and stopped at the bottom of the hill on the Highway 24 overpass. We waited on the overpass for an ambulance to pick up the rescued victim. We transferred the victim to an ambulance at approximately 1400 hours.

Our strike team reported to the command post on Highway 24 where we relayed our strike teams disposition. The incident commander assigned us to the area around the Claremont Hotel, and

our mission was to stop the fire by making a stand just above the hotel on Alvarado Rd.. The fire was being driven down hill by a fierce east wind. Below us we could see crews from San Francisco setting up aerials and large monitors around the perimeter of the hotel. Our strike team set up a defensive posture in the 100 block of alvarado rd. Our crew began pulling 11/2" hose lines behind 111 Alvarado at approximately 1430 hours. We began wetting the area down and extinguishing fire behind the aforementioned address. We heard a woman screaming for help behind a fence so we knocked a hole in the fence and found she was cornered in another yard by the fire. We knocked the fence down of the yard she was trapped in and told her to retreat from the area. She was a photographer who was taking pictures of the on coming fire when she got trapped.

We then realized that if we could get more help up the hill we could save several homes that were exposed to fire. We extended our hose line up the hill several hundred feet. Members of our strike team were advancing hose lines parallel to ours going up the hill. The captains in the area began a structure fire triage and directed the hose lines to the most viable and salvageable structures. It was getting late in the day and the wind began to die down.

Our strike team began an aggressive offensive attack on the fire at dusk. Air operations were dropping water from helicopters and planes were bombing the area with fire retardant. Our strike team, along with a strike team from San Francisco, hand laid a 3" and a 5" supply hose to upper Alvarado Rd. via Eucalyptus Path. (Each hose line being 1000 plus feet with about a 300 - 400 foot elevation increase.) It was now night, and air operations had stopped. All hydrants on upper Alvarado were dry. Farther up the hill there were several homes that had been hit by the air operations that were still salvageable. Our strike team, in concerted effort with San Francisco and an engine from Pleasanton, made access to upper Alvarado, and laid several thousand feet of hose to protect the homes that were still being threatened. The hose lay to get the water up the hill consisted of a Fremont engine from our strike team pumping into 2000ft of 5" hose up hill to the Pleasanton engine who then pumped into a 1000ft of 3" hose which supplied the hand lines.

We worked the upper area until about 2300 hours at which time our crew was called to rehabilitation for food and rest. We were in rehab for an hour before returning to the fire area where we performed overhaul and fire watch throughout the night.

Our crew was relieved at 0900 hours On October 21, 1991, by a crew from our department (Castro Valley Fire Department). We returned, exhausted, to Castro Valley via the training officers vehicle.

Personnel relieving our crew were Captain Ken Hayes, Engineer Tom Powell and Firefighter Alan Evans.

"It was an experience of a life time that I hope I never see again".

o Fuel Inventory Control at EOC c/o ALACO Garage for the following sites:

- 7th and Jefferson
- Alaco Parking Garage
- OES
- Mobile Fuel Truck at Temescal
- Santa Rita Jail
- Turner Court

o EOC (for GSA)

Activation of emergency responsibilities

o Hard hats in inventory and Purchasing plan from vendor

Service to non-County Customers

IMPROVE/CHANGE

Responsible
for Follow-Up

Expand circulation of Emergency Stores Items List to key persons.

Kay White

Determine "minimum" inventory levels for Emergency Stores Items.

Gary Holm/Jim Bolander

Include EOC telephone numbers on roster

Kay White

Missed radio call signs

Don Naples
Individuals

Give a list of signs to dispatchers
Keep call sign(s) with radios

Official I.D.

Individuals

Keep on person/readily available
Employee roster at home/office

Individuals

Department/Division Protocol

Gary Holm/Kay White

Who's in charge during absence of key people?

Power failure phone list

Don Naples

Identify which ones will work after power failure

Power failure alarms for telephone systems at Communications Center

Don Naples/ AT&T

AT&T rectifier alarm notice and response
Cross training would help

Access into County buildings by authorized individuals to handle problems with Communications systems, etc. is needed. A back-up set of keys and alarm codes (or immediate access to someone with same) is critical.

Terry Hunt/Don Naples

1011 CONTINUATION SITE MAP 2



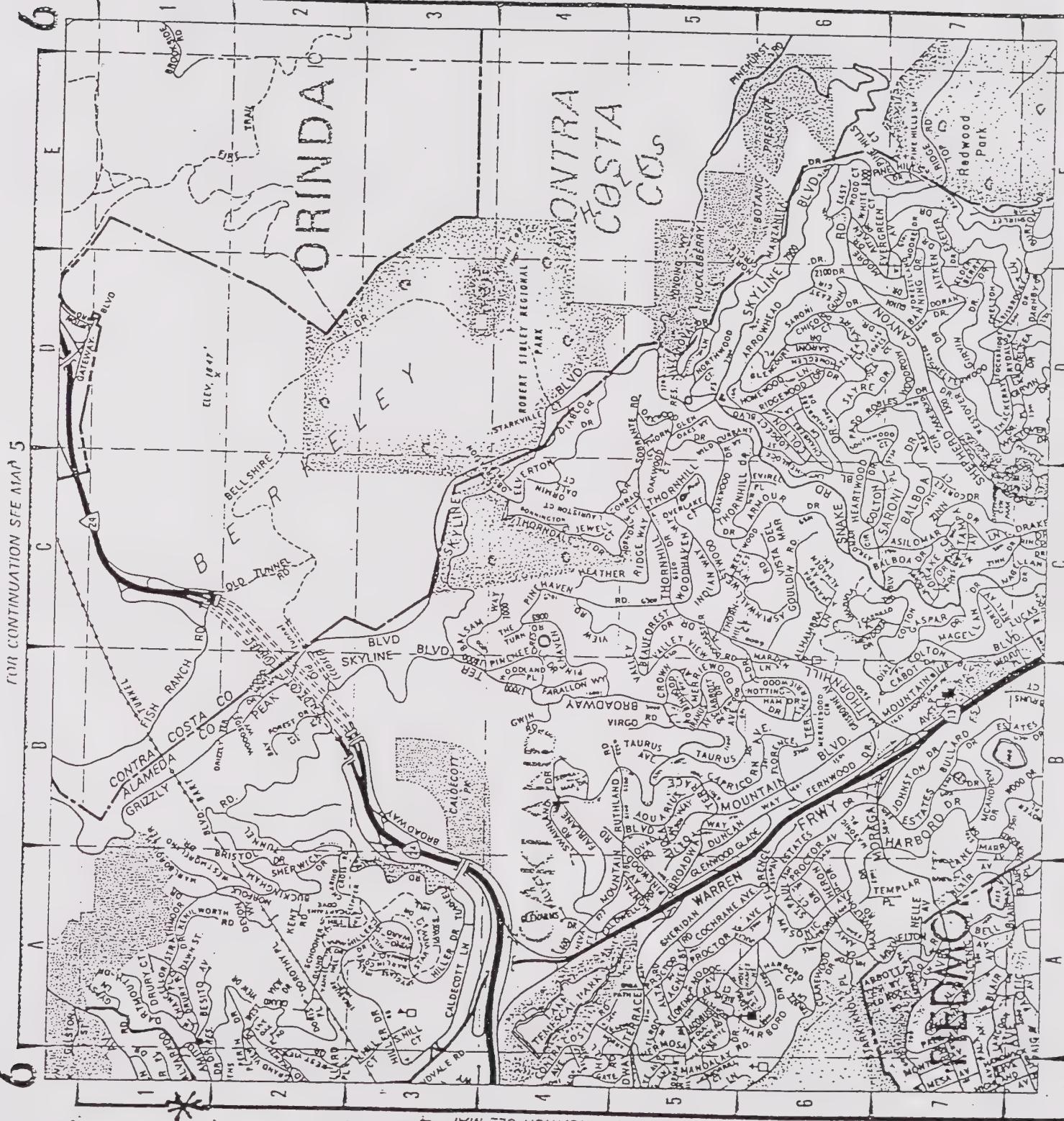
FOR CONTINUATION SEE MAP 3



1011

FOR CONTINUATION SEE MAP 6

1011 CONTINUATION SITE MAP 9



WILMAD CO.

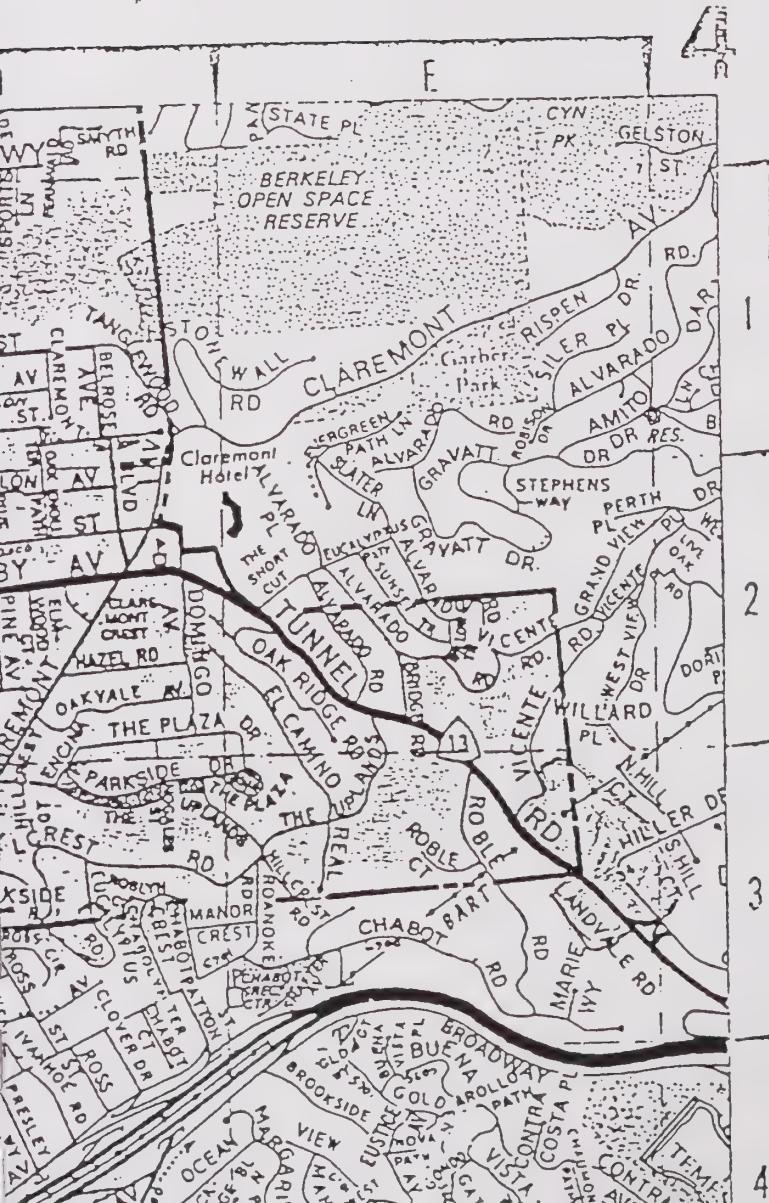
To: Gregory L. Royat, Fire Captain C.D.F.
From: Edward B. Larsen, Fire Captain C.V.F.D.
Subject: Documentation of Tunnel Fire

Captain Royat:

Enclosed you will find copies of my Activity Log and Narrative. The only information I could add would be where we (XAL 2001) were, wind direction, and the exact area we tried to protect. Below is a map that should help explain these points.

Respectfully Submitted,

E.B. Larsen Captain
Castro Valley Fire Dept.



COPYRIGHT © 1986 BY Thomas Bros. Maps

Wind Direction
30-40 M.P.H.

Fire Involvement
Area for Strike
Team One

ACTIVITY LOG STRIKE TEAM ONE 10/20/91

1317 Dispatched to assembly point----Fairmont Hospital
1328 Arrived at assembly point
1342 Dispatched to staging area----Berkeley High School
1415 Arrived at staging area----(via Highway 880)
1417 Fremont Engine (E-2) removed from our strike team
1422 Dispatched to Claremont Hotel to meet with Division-A
1427 Arrived at Claremont Hotel to find Division-A--Command Post had been moved "A couple of blocks away"
1432 Hayward Patrol-5 removed from our strike team
1434 Hayward Engine-2 removed from our strike team
1434 Newark engine-3 and command vehicle sent to Tunnel Road and Hillier. "Don't let it cross tunnel road"
1440 Arrived at our location

note: As our designator indicates (team one) we were the first structure engines to arrive. Based on the magnitude of the situation in it's early stages the normal strike team concept was abandoned and the team was broken up into a free-lance mode.

1442 Ordered Newark Engine-3 to extend lines and set up the monitor in an attempt to change the direction of the fire and protect the structures in our area.

1500 Hose lines set up--began fighting fire (SEE ATTACHED SHEET)

2300 Ordered to Ashby and Domingo for R&R
2400 Placed on alert for reassignment
0100 Stand down from alert
0300 Ordered to 250 Tunnel Road--Grass Fire
0500 Fire extinguished--relocated to school [name unknown]
0520 Extended lines at school and started overhaul
0800 Passed command to Chief Orr
0900 Released from staging
1000 Arrived at Castro Valley Station One

OVERVIEW

Strike Team One slowed down the fire and made it change course. The fire did cross Tunnel Road further south of our location but we were able to save four dwellings, two vehicles, and 1/2 of the buildings in a school.

Respectfully submitted, E.B. Larsen, Captain



NARRATIVE

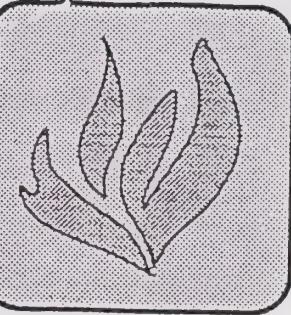
On October 20, 1991, I responded to Oakland, California as the Strike Team Leader of Strike Team XAL0001 to a major fire in the hills. Our staging area was Berkeley High School. Upon arrival at our staging area we were dispatched to command post "A" located near the Claremont Hotel. Upon locating the command post we were ordered to the end of Tunnel Road to protect the dwellings in the area. Driving to our assigned destination was hampered by heavy pedestrian and vehicle traffic, people not driving on the proper side of the road, and pedestrians were walking or running in every direction with no order or purpose. As we proceeded up Tunnel Road, we came across downed power lines that had to be crossed. All of these conditions slowed our progress to our destination. While the Strike Team was driving to our assigned location, we were stopped by various fire officers from both Oakland and Piedmont Fire Departments and the engines from our team were redirected to various locations to assist engines that were already in place fighting fire.

Upon our arrival at Tunnel Road and Hillier Road, I ordered the crew from Newark Engine 3 to stand by while I located a hydrant and made sure it was "wet". When this was completed I had the crew lay a 5 inch supply line and spot the engine so that the deck gun could be placed into operation. While this was being done, we extended hand lines back down Tunnel Road to protect the dwellings on the East side of the street. Next we used the chain saw to fell a tree that was obstructing our deck gun. We used our streams to protect the dwellings in a Defensive mode. After the main body of fire passed our location we extended an additional line to one dwelling on the West side of the street. We went into an Offensive mode which included extinguishment of spot fires and an interior attack on at least two dwellings. Overall, we extended 1600 feet of hose, saved four dwellings valued at \$3,500,000, 1/2 of the buildings of a school and two vehicles. I feel our operation was a qualified success.

Respectfully Submitted,



E.B. Larsen Captain
Castro Valley Fire Department



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Wednesday, November 8th. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: General Services Agency

Contact Person: Kay White Telephone # 535-6202 (X-36202)

My Department was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

X
X
X
X
X

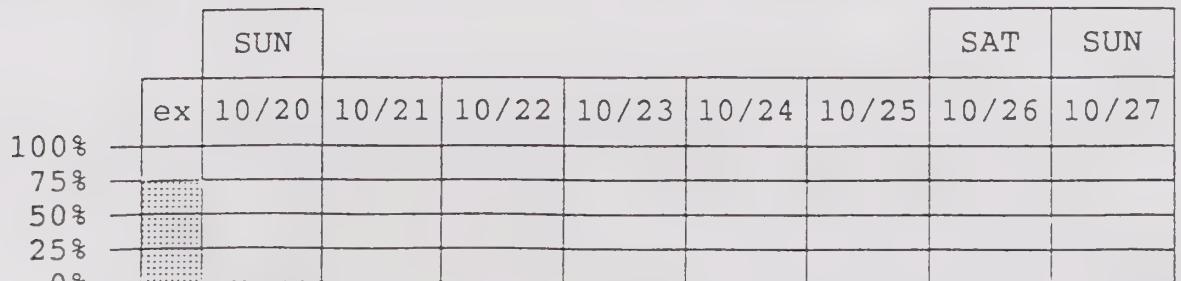
- Staff at the Emergency Operations Center
Staff at field incidents City of Piedmont (Emergency Radio)
Department-level Emergency Management
24-hour operations
Other Hospitals Support - Telephone System Support
Other GSA-Purchasing

On an attached sheet, provide a detailed narrative of the department's response activities.

2

CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?



3

EMERGENCY RECOVERY

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

- | | |
|---|--|
| X | Costs accounting/documentation |
| | Staff relocations |
| X | Liaison with disaster assistance agencies |
| X | Other <u>Retrieval of burned County property / car</u> |
| | Other _____ |

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

- | | | |
|---|--|-------------------|
| X | Emergency communications systems | Remote (Rectifier |
| | Resources available | Telephone alarm |
| | Facilities and equipment | w/AT&T |
| X | Inter- and intra-Departmental coordination | |
| | Other _____ | |
| | Other _____ | |

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

If there is any documentation (Departmental disaster reports, emergency logs, maps, photos, etc.) that you believe should be included in the after-action report, attach it to this questionnaire.

MEETING NOTES

November 8, 1991
10 A.M. to 11:30 A.M.

Present: Terry Hunt, Kay White, Don Naples, Kevin Hing, Jim Bolander,
Tom Gannon, Sharon Taylor and Roger Partido

PURPOSE:

To learn from the October, 1991, East Bay Fires and improve our emergency responses.

AGENDA:

I. What went well?

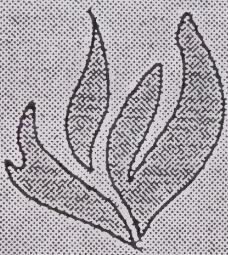
What can we improve?

II. Summary

- Next Steps
- Today's Actions
- Kevin: FEMA
- Multi Hazard Function Plan

WORKED WELL

- o Standby at critical departments
- o Communications
 - 1. Coordinators
 - 2. Telephone Roster
 - 3. Briefcase Radios and all Fire Truck Radios
 - 4. Single Point of Contact at:
 - Purchasing
 - Stores
 - Sheriff's Department
 - City of Oakland
- o Access to delivery sites
- o Orders from Emergency Stores Items List
- o BMD - Facilities Response to problems in air handling systems and electrical problems as a result of ash, smoke, and power failures.
- o Emergency Generator at Highland: A rental was immediately found/installed and operational after the existing PG&E power failed.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

AFTER-ACTION REPORT QUESTIONNAIRE

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Department: Library

Contact Person: Carol Parker

Telephone # X51513

My Department was not involved in the Firestorm Disaster

X

1

EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's response activities.

2

CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?

	ex	SUN							SAT	SUN
		10/20	10/21	10/22	10/23	10/24	10/25	10/26		
100%										
75%										
50%										
25%										
0%										

Please color in a 'guess-timate' of the level of non-disaster activity

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4 PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

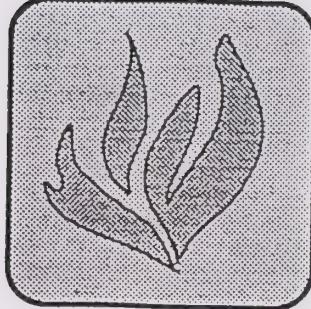
Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

If there is any documentation (Departmental disaster reports, emergency logs, maps, photos, etc.) that you believe should be included in the after-action report, attach it to this questionnaire.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Wednesday, November 8th. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Alameda Municipal Court

Contact Person: Lori B. Kreeft Telephone # 268-4209

My Department was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

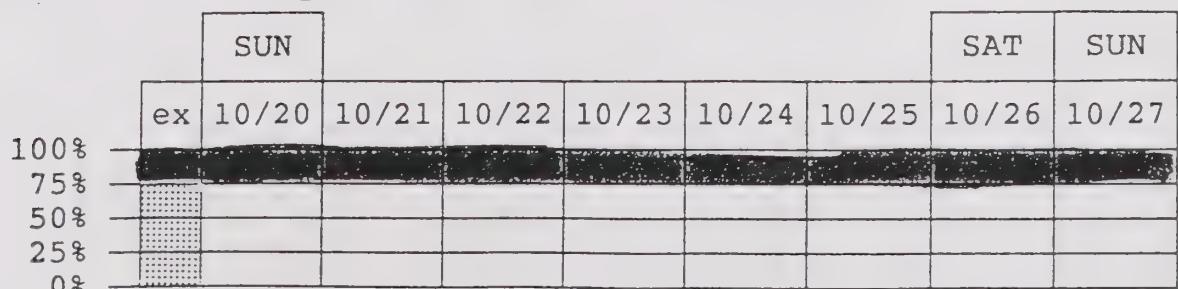
Other _____

On an attached sheet, provide a detailed narrative of the department's response activities.

2

CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?



3

EMERGENCY RECOVERY

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

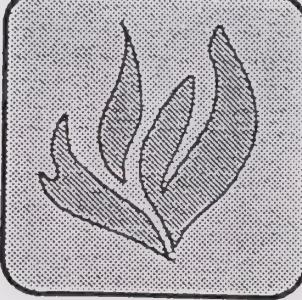
Other _____

Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5 ADDITIONAL DOCUMENTATION

If there is any documentation (Departmental disaster reports, emergency logs, maps, photos, etc.) that you believe should be included in the after-action report, attach it to this questionnaire.



OCTOBER 1991
EAST BAY FIRESTORM
ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Wednesday, November 8th. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Berkeley-Albany Municipal Court

Contact Person: D. Coleman Telephone # 644-6909

My Department was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's response activities.

2

CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?

	SUN								SAT	SUN
		ex	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27
100%										
75%										
50%										
25%										
0%										

Please color in a 'guess-timate' of the level of non-disaster activity

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

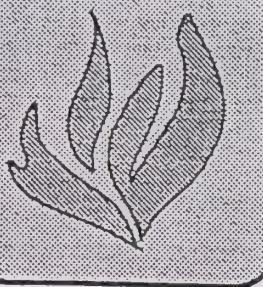
Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

If there is any documentation (Departmental disaster reports, emergency logs, maps, photos, etc.) that you believe should be included in the after-action report, attach it to this questionnaire.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

AFTER-ACTION REPORT QUESTIONNAIRE

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Department: FREMONT-NEWARK-UNION CITY MUNICIPAL COURT

Contact Person: George S. Hagan Telephone # 52335

My Department was not involved in the Firestorm Disaster X

1

EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

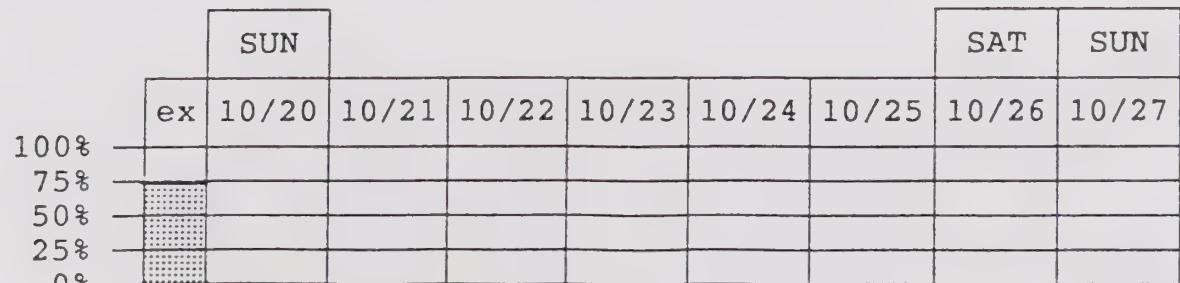
Other _____

On an attached sheet, provide a detailed narrative of the department's response activities.

2

CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?



3

EMERGENCY RECOVERY

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

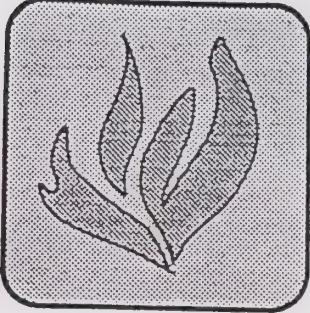
Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

If there is any documentation (Departmental disaster reports, emergency logs, maps, photos, etc.) that you believe should be included in the after-action report, attach it to this questionnaire.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

AFTER-ACTION REPORT QUESTIONNAIRE

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Department: Livermore-Pleasanton Muni. Court

Contact Person: JUNE WEIGHT Telephone # x46867

My Department was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

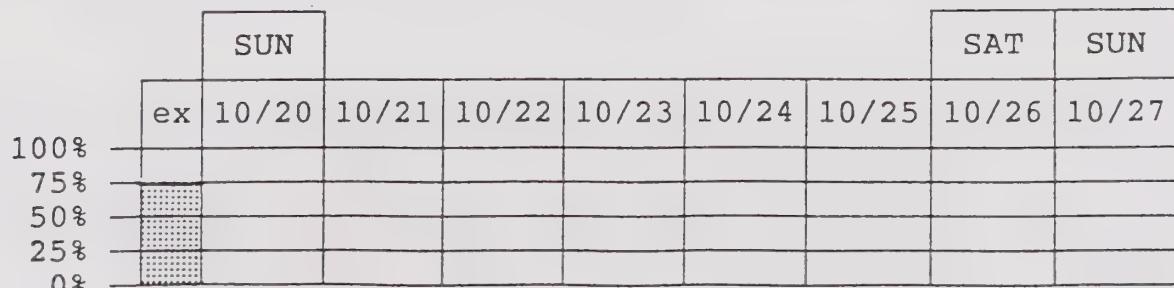
Other _____

On an attached sheet, provide a detailed narrative of the department's response activities.

2

CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?



3

EMERGENCY RECOVERY

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

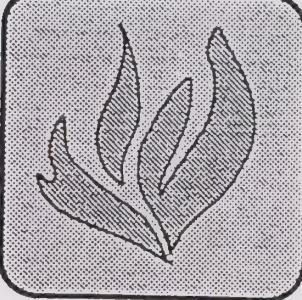
Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

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OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

AFTER-ACTION REPORT QUESTIONNAIRE

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Department: OAKland-Piedmont-Emergyville Municipal Court

Contact Person: Theresa Beltran Telephone # X27608

My Department was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's response activities.

2

CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?

	SUN								SAT	SUN
		ex	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27
100%										
75%										
50%										
25%										
0%										

Please color in a 'guess-timate' of the level of non-disaster activity

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4 PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

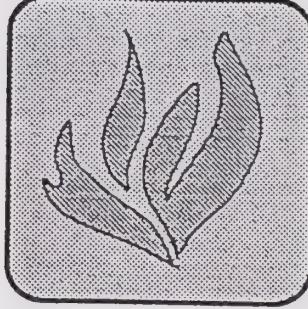
Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

If there is any documentation (Departmental disaster reports, emergency logs, maps, photos, etc.) that you believe should be included in the after-action report, attach it to this questionnaire.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Wednesday, November 8th. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: SAN LEANDRO-HAYWARD Mun. Court

Contact Person: WAYNE LOW Telephone # 56422

My Department was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's response activities.

2

CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?

	SUN								SAT	SUN
		10/20	10/21	10/22	10/23	10/24	10/25	10/26		
100%	ex									
75%										
50%										
25%										
0%										

Please color in a 'guess-timate' of the level of non-disaster activity

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4 PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

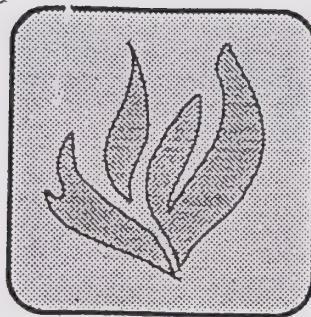
Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

If there is any documentation (Departmental disaster reports, emergency logs, maps, photos, etc.) that you believe should be included in the after-action report, attach it to this questionnaire.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

AFTER-ACTION REPORT QUESTIONNAIRE

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Department: PLANNING

Contact Person: S. RICHARDS Telephone # 55410

My Department was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's response activities.

2

CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?

	SUN								SAT	SUN
		ex	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27
100%										
75%										
50%										
25%										
0%										

Please color in a 'guess-timate' of the level of non-disaster activity

October 1991
EAST BAY FIRESTORM
AFTER-ACTION REPORT QUESTIONNAIRE

Page 2

3

EMERGENCY RECOVERY

Please check the boxes that apply to the Department's Recovery

<input type="checkbox"/>
<input type="checkbox"/>
<input checked="" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

- Costs accounting/documentation
Staff relocations
Liaison with disaster assistance agencies
Other _____
Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

<input type="checkbox"/>

- Emergency communications systems
Resources available
Facilities and equipment
Inter- and intra-Departmental coordination
Other _____
Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

If there is any documentation (Departmental disaster reports, emergency logs, maps, photos, etc.) that you believe should be included in the after-action report, attach it to this questionnaire.

ITEM 3 ATTACHMENT

ONE SENIOR STAFF MEMBER FROM
PLANNING DEPT. ATTENDED OF PAR-
TICIPATED IN THE PREPARATION
OF THE FEDERAL / STATE Hazard
Minimization Report for the Turner
FIRE IN THE OAKLAND - BERKELEY HILLS,
November 5, 6 & 7, 1991.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Wednesday, November 8th. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: PROBATION

Contact Person: Marguerite Lawry Telephone # 268-7230 (2-7230)

My Department was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

XX
XX

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

One person worked shelter care; another volunteer
Other but was not called.

Jane Jennings called Eden Township at approximately
Other 2:30 p.m. Sunday, 10/20; and dispatch checked and
said EOC was not operational.

On an attached sheet, provide a detailed narrative of the department's response activities.

2

CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?

	SUN								SAT	SUN
		ex	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27
100%			/	/	/	/	/	/	/	/
75%										
50%										
25%										
0%										

Please color in a 'guess-timate' of the level of non-disaster activity

October 1991
EAST BAY FIRESTORM
AFTER-ACTION REPORT QUESTIONNAIRE

Page 2

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

XX

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination (see attached)

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

If there is any documentation (Departmental disaster reports, emergency logs, maps, photos, etc.) that you believe should be included in the after-action report, attach it to this questionnaire.

(OCTOBER 1991 EAST BAY FIRESTORM, Alameda County Office of Emergency Services
After-Action Report Questionnaire - cont.)

4. PROBLEM AREAS AND RECOMMENDATIONS)

Inter- and Intra-Departmental Coordination

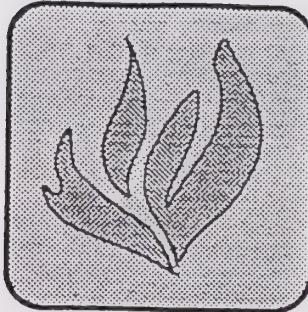
Jane Jennings, Juvenile Division Director, who is one of three people from Probation designated to report to EOC, called the Sheriff's Department at Eden Township at about 2:30 p.m., Sunday, October 20, and asked if EOC had activated. The person who answered the phone checked with someone and answered no, it was not activated. Mrs. Jennings left her home telephone number in case they needed someone from Probation. Neither she nor the Assistant Chief Probation Officer, another of the three people from Probation designated to report to EOC, received a call that EOC activated, so neither responded.

On the Monday morning news, Mrs. Jennings and the Assistant Chief heard that EOC was activated. The Assistant Chief called Terry Gitlin's telephone number, 5-7740, and it was answered by Helen Knudson, Director of Social Services Agency. She informed she had attempted to contact the Chief Probation Officer (who was in Chicago) and that she had no other Probation employees' telephone numbers. She had not received the message from the Sheriff's Department that Jane Jennings had called and left a number.

During the recent Saturday telephone call test to various departments, it was clear that Terry Gitlin had the home telephone numbers of the Chief Probation Officer, Don Hogner; Assistant Chief Probation Officer, Marguerite Lawry; and Juvenile Division Director, Jane Jennings. Their phone numbers were apparently not made accessible at EOC when it was activated.

11/15/91
MHL:lm

2081I



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Wednesday, November 8th. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: PUBLIC DEFENDER

Contact Person: TOM RAUCH Telephone # 272-6670

My Department was not involved in the Firestorm Disaster

1 EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

X

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

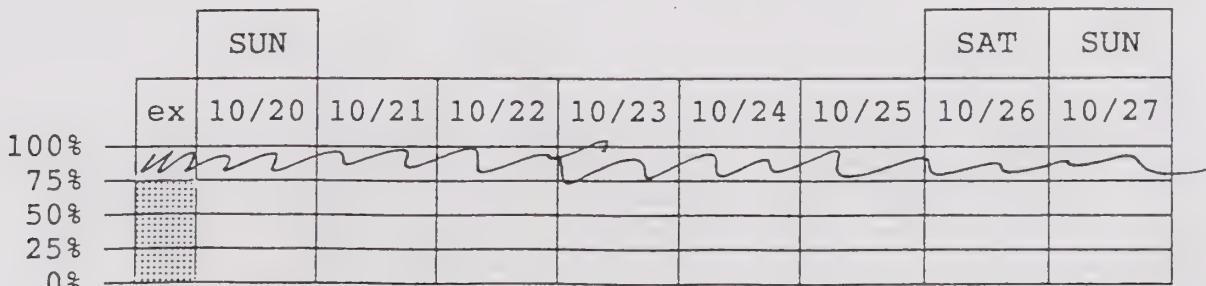
Other REPORTED BUT WAS NOT NEEDED

Other _____

On an attached sheet, provide a detailed narrative of the department's response activities.

2 CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?



3

EMERGENCY RECOVERY

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

<input type="checkbox"/>

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other N.A.

Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4 PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

<input checked="" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other COMMENT: EACH DEPT. EMER. COORD.

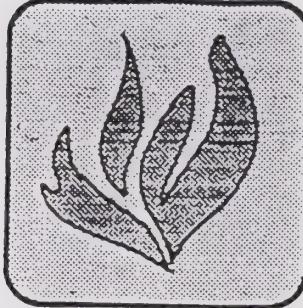
OTHER SHOULD BE CONTACTED IN RESPECTIVE OF NEED. —

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

If there is any documentation (Departmental disaster reports, emergency logs, maps, photos, etc.) that you believe should be included in the after-action report, attach it to this questionnaire.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Wednesday, November 8th. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Registrar of Voters

Contact Person: Elita Park Telephone # 272-6939

My Department was not involved in the Firestorm Disaster

X

1

EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's response activities.

2

CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?

	SUN							SAT	SUN
	ex	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27
100%									
75%									
50%									
25%									
0%									

Please color in a 'guess-timate' of the level of non-disaster activity

October 1991
EAST BAY FIRESTORM
AFTER-ACTION REPORT QUESTIONNAIRE

Page : 2

3 EMERGENCY RECOVERY

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4 PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

X

Emergency communications systems

Resources available

Facilities and equipment

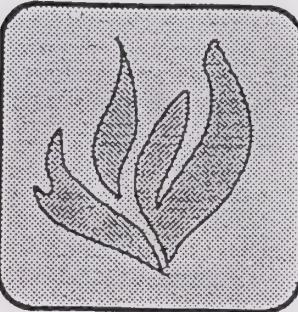
Inter- and intra-Departmental coordination

Other The Registrar will assess the number of polling places and poll workers we lost due to the fire. A plan will be developed and implemented for the June election for the fire victims.

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5 ADDITIONAL DOCUMENTATION

If there is any documentation (Departmental disaster reports, emergency logs, maps, photos, etc.) that you believe should be included in the after-action report, attach it to this questionnaire.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Wednesday, November 8th. If you should have any questions, call O.E.S. at 657-7740. Thank you.

Department:

Retirement

Contact Person:

F.J. Early Telephone # 272-6510

My Department was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's response activities.

2 CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?

	SUN								SAT	SUN
		ex	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27
100%										
75%				X	X	X	X			
50%										
25%										
0%			X						X	X

Please color in a 'guess-timate' of the level of non-disaster activity

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input checked="" type="checkbox"/>
<input type="checkbox"/>

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

<input type="checkbox"/>
<input checked="" type="checkbox"/>

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

Other No opinion

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

If there is any documentation (Departmental disaster reports, emergency logs, maps, photos, etc.) that you believe should be included in the after-action report, attach it to this questionnaire.



EMPLOYEES' RETIREMENT ASSOCIATION

FRANCIS J. EARLY
Retirement Administrator

THE BOARD

NORVEL SMITH - CHAIR

DONALD WHITE
PAUL TRUDELL
DARRYL GRAY

Nov. 14, 1991

WARREN WIDENER
JAS. R. MUNIZ
DAN McCLELLAND
C. G. "BUD" QUIST
MARIAN SMITH

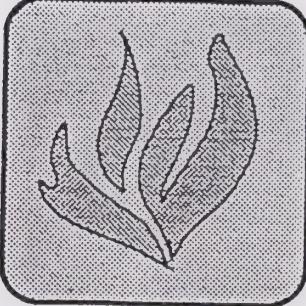
Re: #3 Other attached

Terry -

Our Benefit/Education mgr. was "urned out" and we have had to unburden him somewhat to provide him recovery time (personal) and to relieve stress (his). This accounts for the 75% marks on #2, the reality is more like 95% but the form didn't give me that choice.

Best regards to you

JEL



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Wednesday, November 8th. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Social Services Agency

Contact Person: Dave Williams Telephone # 268-2041

My Department was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

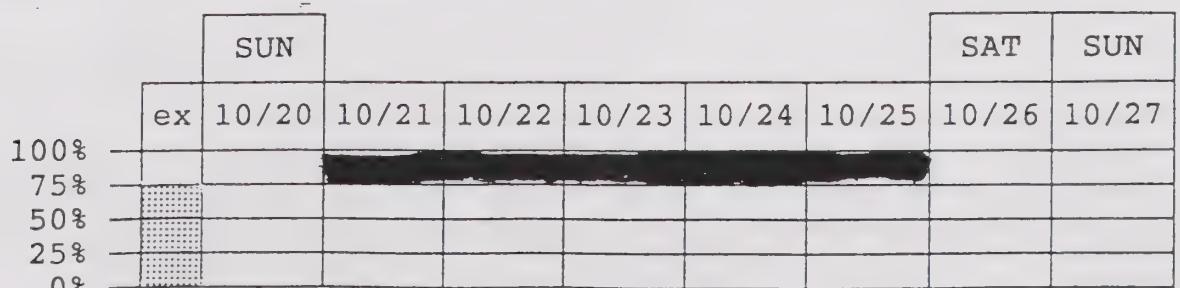
Other _____

On an attached sheet, provide a detailed narrative of the department's response activities.

2

CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?



3

EMERGENCY RECOVERY

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

X
X
X
X

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

other Staffing Mass shelters under ARC

other Staff assigned to DAS

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4 PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

X
X

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other SSA's resource/guide at EOC needs updating - improvement

Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

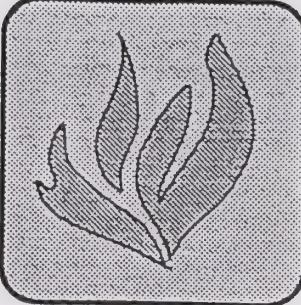
ADDITIONAL DOCUMENTATION

If there is any documentation (Departmental disaster reports, emergency logs, maps, photos, etc.) that you believe should be included in the after-action report, attach it to this questionnaire.

DETAIL ON:

4. County's Recovery Annex needs to include more planning and detail about role of SSA in supporting ARC Mass Care and Shelter. Specifically, ARC expected SSA to provide support (staff) for its activities at its facilities performing ARC activities -- tasks not clearly defined as falling to government (local). County also needs to adopt policy regarding status of employees who volunteer to work for ARC during recovery activity; i.e., whether working on "County Time" or whether working on individual's time.

SSA needs to update EOC handbook, and maintain, to include instructions and phone numbers. Records of staff trained previously in Mass Care and Shelter need to be maintained and available.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

Reid
11/8/91

B

AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Wednesday, November 8th. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Superior Court

Contact Person: Ronald G. Overholt Telephone # 272-6070

My Department was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

X

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

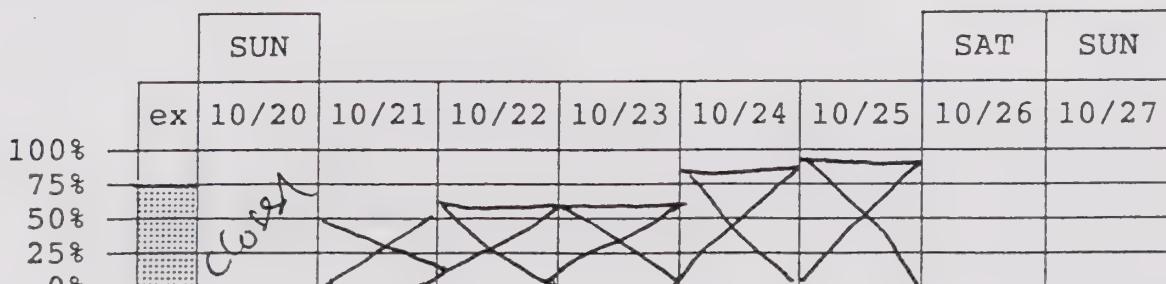
On an attached sheet, provide a detailed narrative of the department's response activities.

Contracting judges and staff

2

CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?



Please color in a 'guess-timate' of the level of non-disaster activity

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

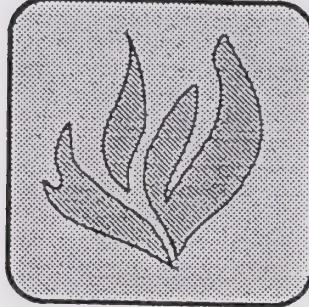
Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

If there is any documentation (Departmental disaster reports, emergency logs, maps, photos, etc.) that you believe should be included in the after-action report, attach it to this questionnaire.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Wednesday, November 8th. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: WEIGHTS & MEASURES

Contact Person: KATHLEEN RHONE Telephone # x27343

My Department was not involved in the Firestorm Disaster XX

1 EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

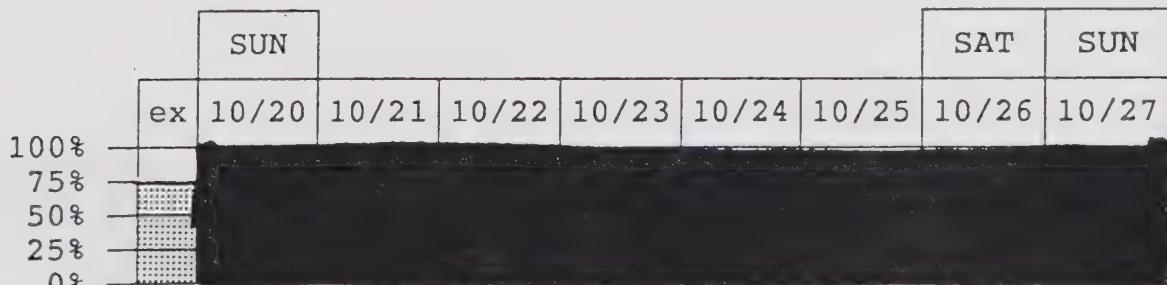
Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's response activities.

2 CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?



Monday thru Friday operations only

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4 PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

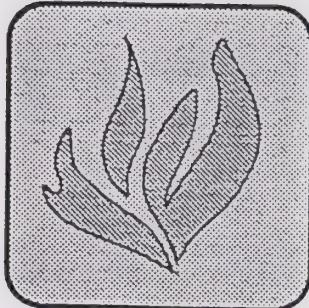
Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION-

If there is any documentation (Departmental disaster reports, emergency logs, maps, photos, etc.) that you believe should be attached it to this



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Wednesday, November 8th. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Zone 7 ACFCEWCD

Contact Person: Jim Dixon Telephone # 484-2600

My Department was not involved in the Firestorm Disaster

1 EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's response activities.

2 CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?

	SUN	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27	SAT	SUN
100%		ex	10/20								
75%											
50%											
25%											
0%											

Please color in a 'guess-timate' of the level of non-disaster activity

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5 ADDITIONAL DOCUMENTATION

If there is any documentation (Departmental disaster reports, emergency logs, maps, photos, etc.) that you believe should be included in the after-action report, attach it to this questionnaire.

Attachment C - After-Action Questionnaires (Sheriff's Dept)

Detention & Corrections Division -

Santa Rita Jail

North County Jail & Highland Jail Ward

Work Furlough Center

Management Services Division

Countywide Services Division -

Specialized Services (Captain)

Coroner's Bureau

Fire Patrol

Consolidated Dispatch Center

OES R.A.C.E.S.

Court Services

South County Marshal

Oakland Marshal's Unit

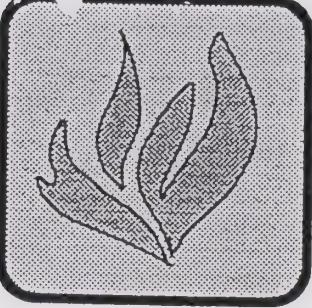
Civil/Bailiff

Transportation

Law Enforcement Services Division -

Eden Township Substation (ETS)

Field Services



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

SHERIFF'S DEPARTMENT AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Tuesday, December 3rd. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Sheriff's Dept Section/Unit: Santa Rita Jail

Contact Person: Capt. Krahmke Telephone # 46550

My Section/Unit was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by your Section/Unit between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

X
X
X

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

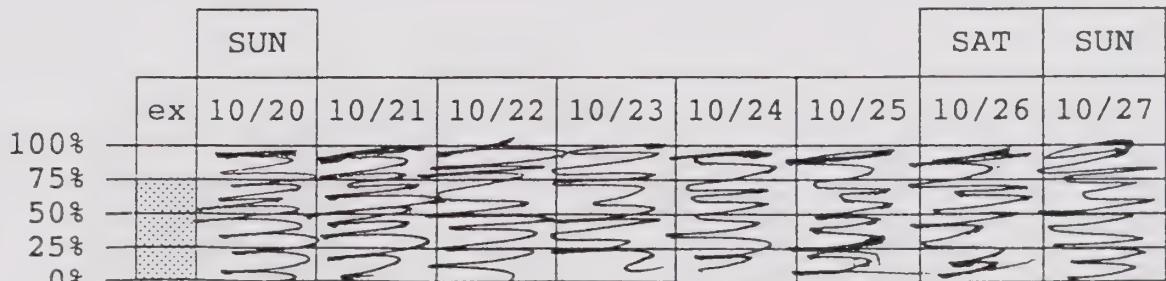
Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's response activities.

2

CONTINUITY OF GOVERNMENT SERVICE

What percentage of normal Department service was performed by the Section/Unit for the first week after the firestorm?



October 1991
EAST BAY FIRESTORM
AFTER-ACTION REPORT QUESTIONNAIRE

Page 2

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the Section/Unit since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

- Costs accounting/documentation
Staff relocations
Liaison with disaster assistance agencies
Other _____
Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the Department's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

- Emergency communications systems
Resources available
Facilities and equipment
Inter- and intra-Departmental coordination
Other _____
Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

Provide the documentation (Departmental disaster reports, emergency logs, maps, photos, chronologies, etc.) that you believe should be included in the after-action report. Attach it to this questionnaire.



Alameda County Sheriff's Department

ALAMEDA COUNTY JAIL-SANTA RITA, 5325 BRODER BLVD., DUBLIN, CA 94568 (415) 551-6500

CHARLES C. PLUMMER, SHERIFF
MARSHAL - CORONER - PUBLIC ADMINISTRATOR
DIRECTOR OF EMERGENCY SERVICES

MEMORANDUM

DATE: December 4, 1991

FROM: S. A. Krahne, Captain

TO: T. A. Gitlin, OES Coordinator

SUBJECT: East Bay Firestorm

In compliance with Mr. Garrigan's memorandum of November 19, 1991, I submit the following information concerning the Santa Rita Jail.

1. Staff at the Emergency Operations Center. Santa Rita had staff assigned to the EOC during the operation. We had both badge and civilian personnel working in support areas. They were assigned after the first day until the incident was down graded and they were relieved. There was no direct operational effect on Santa Rita due to these positions being assigned.
2. Staff at Field Incidents. Personnel were drawn from the Santa Rita staff to fill positions in the field. They were at various assignments with the majority of the assignments being street blockades. There was little impact on the Santa Rita facility. Any positions that were given up to the firestorm were easily back filled with overtime at Santa Rita.
3. Department-Level Emergency Management. I was assigned for the first two nights to the EOC. Other than my assignment, all other management personnel at Santa Rita maintained their assignments.

Santa Rita was able to maintain its full range of services and was not hampered by the firestorm incident. Most of the people assigned to the incident were taken from administrative positions. Those operational personnel who were assigned were back filled with overtime positions. Santa Rita was able to function at 100 percent operational capacity during this incident.

We played no part in the recovery portion of the operations.

East Bay Firestorm

Page 2

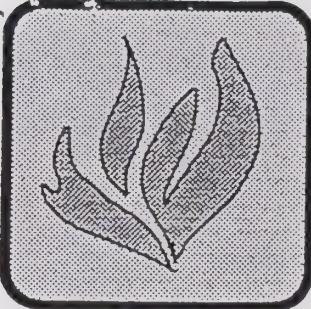
December 4, 1991

There were some problems noted during the incident. Those problems were related to how our personnel in the field were treated by OPD. These issues have been addressed through the Undersheriff's office. To briefly reflect on the problem, our people had virtually no contact with OPD after they were assigned to the field for 12 hour shifts. This was in the area of shift relief, meals and rest room facilities.

When a disaster strikes in our county and we are a secondary responder, we'll have to track our own people to ensure that they're being taken care of.

SAK:ms

3341



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

SHERIFF'S DEPARTMENT AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Tuesday, December 3rd. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Sheriff's Dept Section/Unit: D&C - North County Jail & Highland Jail Ward
Contact Person: D. R. Finn, Lt. Telephone # 268-7759

My Section/Unit was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by your Section/Unit between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

X
X
X
X

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

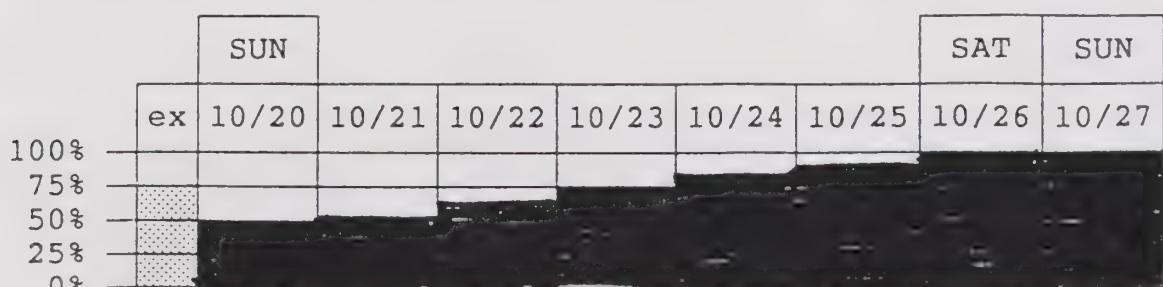
Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's response activities.

2

CONTINUITY OF GOVERNMENT SERVICE

What percentage of normal Department service was performed by the Section/Unit for the first week after the firestorm?



3 EMERGENCY RECOVERY

What recovery activities were accomplished by the Section/Unit since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

These units were not involved in recovery.

On an attached sheet, provide a detailed narrative of the Section/Unit's recovery activities.

4 PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the Department's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

X
X
X
X

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5 ADDITIONAL DOCUMENTATION

Provide the documentation (Departmental disaster reports, emergency logs, maps, photos, chronologies, etc.) that you believe should be included in the after-action report. Attach it to this questionnaire.

1. EMERGENCY RESPONSE

- * Captain Watson was in command at the EOC.
- * Two (2) North County Jail Sergeants served as liaisons at the OPD incident command post, providing round the clock coverage.
- * Twenty-eight people per day, from North County Jail and the Highland Jail Ward, were assigned to the incident working 12 hour shifts, providing coverage 24 hours per day.
- * Two to three people from North County were assigned around the clock to the coroner's office.
- * The North County Jail Administrative Lieutenant spent several hours per day at the EOC assisting Captain Watson or providing public information.
- * The North County Jail Captain's secretary was assigned to the EOC for two days assisting Captain Watson or providing public information.
- * A North County Jail Deputy was assigned to photograph and video tape the fire scene for two days.

2. CONTINUITY OF GOVERNMENT SERVICE

As a general rule deputies and non sworn employees working inside the jail were able to dedicate themselves almost entirely to their normal duties. However, supervisors and managers spent the majority of their time dedicated to the Firestorm, i.e., redirecting staff and hiring adequate staff to ensure the completion of NCJ and Highland normal business.

3. EMERGENCY RECOVERY

North County Jail and Highland Jail Ward were not involved in the Recovery efforts.

4. PROBLEM AREAS AND RECOMMENDATIONS

- * Complaints were received from personnel who were unable to communicate via radio with other agencies.
- * Deputies at sites were told to move to different locations by senior OPD officials who never relayed the information to the OPD command post or our personnel there.
- * Deputies were assigned to posts and not provided with food or relief for sixteen to eighteen hours.
- * Deputies were assigned to posts with no vehicles and/or no means of communication.

Attempts must be made to develop a system of adequate communication between the agencies involved.

We must ensure that our personnel who respond have adequate relief, food, and shelter.

(Most employees assigned to the incident were thrilled they could be of assistance and complaints were few, although it appears it should have been better organized.)



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

SHERIFF'S DEPARTMENT AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Tuesday, December 3rd. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Sheriff's Dept Section/Unit: Work Furlough Center

Contact Person: L. Roten, Lt. Telephone # 268-7890

My Section/Unit was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by your Section/Unit between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

X

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's response activities.

2

CONTINUITY OF GOVERNMENT SERVICE

What percentage of normal Department service was performed by the Section/Unit for the first week after the firestorm?

	SUN								SAT	SUN
		ex	10/20	10/21	10/22	10/23	10/24	10/25		
100%										
75%										
50%										
25%										
0%										

Please color in a 'guess-timate' of the level of non-disaster activity

October 1991
EAST BAY FIRESTORM
AFTER-ACTION REPORT QUESTIONNAIRE

Page 2

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the Section/Unit since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

X

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the Department's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

X

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other No recommendations

Other _____

5

ADDITIONAL DOCUMENTATION

Provide the documentation (Departmental disaster reports, emergency logs, maps, photos, chronologies, etc.) that you believe should be included in the after-action report. Attach it to this questionnaire.



Alameda County Sheriff's Department

ALAMEDA COUNTY WORK FURLough CENTER, 2425 E. 12th STREET, OAKLAND, CA 94601 (510) 268-7890

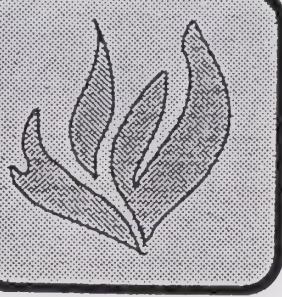
CHARLES C. PLUMMER, SHERIFF

MARSHAL - CORONER - PUBLIC ADMINISTRATOR
DIRECTOR OF EMERGENCY SERVICES

M E M O R A N D U M

DATE: November 26, 1991
FROM: *Lt. L. Roten*
L. Roten, Lieutenant
SUBJECT: SPECIAL EVENT - EASTBAY FIRESTORM

The Work Furlough Unit dispatched Deputy Sheriff's to the stricken area to perform security and traffic patrol, for a total of 184.5 man hours.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

SHERIFF'S DEPARTMENT AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Tuesday, December 3rd. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Sheriff's Dept Section/Unit: Management Services

Contact Person: Sandra L. Osibin Telephone # 26875

My Section/Unit was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by your Section/Unit between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

- | | |
|---|--|
| X | Staff at the Emergency Operations Center |
| X | Staff at field incidents |
| X | Department-level Emergency Management |
| X | 24-hour operations |
| | Other _____ |
| | Other _____ |

On an attached sheet, provide a detailed narrative of the Section/Unit's response activities.

2

CONTINUITY OF GOVERNMENT SERVICE

What percentage of normal Department service was performed by the Section/Unit for the first week after the firestorm?

	SUN								SAT	SUN
		ex	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27
100%										
75%										
50%										
25%										
0%										

Please color in a 'guess-timate' of the level of non-disaster activity

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the Section/Unit since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

X
X

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the Department's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

X

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other Coordination of Administrative Support Services

Other _____

5

ADDITIONAL DOCUMENTATION

Provide the documentation (Departmental disaster reports, emergency logs, maps, photos, chronologies, etc.) that you believe should be included in the after-action report. Attach it to this questionnaire.



Alameda County Sheriff's Department

COURTHOUSE, 1225 FALLON STREET, ROOM 103, OAKLAND, CA 94612-4381

CHARLES C. PLUMMER, SHERIFF

MARSHAL - CORONER - PUBLIC ADMINISTRATOR
DIRECTOR OF EMERGENCY SERVICES

M E M O R A N D U M

DATE: December 6, 1991
FROM: Sandra L. Osipin ASO
TO: Timothy P. Ryan, Commander
SUBJECT: AFTER-ACTION REPORT ON EAST BAY FIRESTORM

The attached after-action assessments by the administrative staff identifies some weaknesses in the organization and assignment of administrative and clerical support during the firestorm. Each report details deficiencies in the following areas:

- Telephone response
- Dispatching messages
- Location of staff
- Assignment of tasks
- Chain of command
- Staffing levels

The assessments also offer some excellent suggestions for correcting these deficiencies.

RECOMMENDATION:

A committee be appointed to develop a plan to implement an Administrative Disaster Support Team incorporating the solution as detailed in the attached reports. That the committee be composed of ASA's and OES staff members who have worked the last two major disasters.

12-6-91 This recommendation seems appropriate and will ensure its implementation. I will be forwarding (cc: Chair) to OES for action.
TPR



Alameda County Sheriff's Department

COURTHOUSE, 1225 FALLON STREET, ROOM 103, OAKLAND, CA 94612-4381

CHARLES C. PLUMMER, SHERIFF

MARSHAL - CORONER - PUBLIC ADMINISTRATOR
DIRECTOR OF EMERGENCY SERVICES

M E M O R A N D U M

Date: November 1, 1991
From: Doreen Tull, ASA *D. Tull*
To: Sandra Osibin, ASO
Re: Special Event Oakland Firestorm

This was the first time I had direct involvement with a special event since starting with the department. The following are the tasks I performed during my assignment:

- Monday • OES - Answering phones, directing callers to appropriate resources.
- Tuesday • OES - Answering phones.
Compiling and estimating costs of staff assigned the first two days of the event. This was done using assignment sheets and overtime rates by class. I took direction from Captain Watson, Captain Elliott and Captain Krahne while at this site.
- Tuesday PM to Friday • Assigned to Command Unit of Search and Rescue. Researching where to obtain items needed for the unit on an emergency basis. This included phone calls to vendors to get their commitment to provide and deliver food, office equipment, field equipment, etc. on an as needed basis. Liaison with county purchasing to facilitate orders and expedite deliveries. Authorize and sign for purchases on delivery. Liaison on the operations within the department and between the Coroners, OPD and other police agencies, often including confidential information. I took direction from Captain Thuman and Sergeant Tarnow while on this assignment.

November 1, 1991

page 2

My impression is that at times there appeared to be "too many chiefs and not enough Indians". Direction was sometimes countermanded by others, canceling orders at one time and then reinstated the canceled order the next day (as in the food ordering for the rescue workers).

It is difficult to say what the level of staffing should have been. Although I was often doing clerical tasks, the level of responsibility for decision making required a management person. Decisions on purchases, where to get items, how to get them delivered on an emergency basis, authorizing and signing for purchases, and signing for delivery require a higher level of authority than a clerical person.

An outline of authority (who is responsible for what with a timeline) and assignment (by task with contingency plans for any changes) would help prevent the over assignment of staff and prevent some of the confusion.

dlt1



Alameda County Sheriff's Department

COURTHOUSE, 1225 FALLON STREET, ROOM 103, OAKLAND, CA 94612-4381

CHARLES C. PLUMMER, SHERIFF
MARSHAL - CORONER - PUBLIC ADMINISTRATOR
DIRECTOR OF EMERGENCY SERVICES

M E M O R A N D U M

Date: November 30, 1991

From: Linda Bristow, Administrative Services Assistant

To: Sandra Osibin, Administrative Services Officer

Subj: Assignment During the Oakland Firestorm Emergency

I reported to OES at 1600 on October 20, 1991. From that point until Tuesday at 1200, I was assigned the duties of allocating resources (taking calls from citizens offering services, ensuring the resource computer program was up and running), coordinating food deliveries for the EOC staff, assisting in scheduling of EOC relief at 2300, developing a spread sheet of Sheriff's Department costs through October 21st., developing an informational telephone sheet with cellular phone numbers, various EOC numbers, and command post numbers for the ease of directing incoming phone inquiries. I also started the tracking of industrial injuries connected to the disaster, and continued on with my regular job as the liaison with Risk Management. I did a lot of phone work, including the procurement of an additional multi-line set for the EOC. Other duties included directing phone calls to the PIO, EOC command staff, and EMS personnel.

On Tuesday at 1200, I was directed to provide support for the Search and Rescue personnel assigned to Lake Temescal. All afternoon and early evening was spent on developing resources, such as gas, portable toilets, food arrangements, etc. for the site. I also interfaced with Purchasing and Pat O'Connell, the Auditor-Controller, to smooth the way on future purchases under the disaster department number (195).

Wednesday at 0430 I reported to Animal Control and a caravan went to the Temescal site. Volunteer personnel from all over the State began signing in at 0600, and our operation was ready. Supplies were on hand, borrowed from Animal Control, in addition to items brought by State OES. We also arranged for tents and cots from the National Guard.

During the day, myself and Doreen Tull went back to Animal Control for additional needs; things such as the fax machine, phone books, and white board markers. During the day I picked up spray paint and surveyor's tape from a vendor in San Leandro. Doreen and I accounted for the sign in sheets, wrote requisitions as needed and cleared them with Purchasing. In an effort to control all

expenditures, I was also the contact for all deliveries, whether paid for or donated. I kept records of all donated goods to ensure proper acknowledgements were made at a later date.

During the next several days I continued with the same type of duties--that of support and procurement. I was the contact for the Red Cross, the liaison for the Oakland Fire Department and Oakland Police and East Bay Regional Parks. I ensured all personnel were fed and housed, with hot showers available at another location. Doreen and I received faxed materials, such as weather reports and current missing persons lists, which we disseminated as necessary. I made several other supply pickups, for items such as additional masks and tape, to food for lunch and/or dinner.

Essentially, Doreen and I provided any support that was needed by the 220 daily volunteers that were on site. I did everything from arrange for veterinarian services to scheduling toilet cleaning. We acted as the conduit from the site to all other County agencies, such as the garage for fuel, and the County Administrator's Office.

wrkpg-94



Alameda County Sheriff's Department

COURTHOUSE, 1225 FALLON STREET, ROOM 103, OAKLAND, CA 94612-4381

CHARLES C. PLUMMER, SHERIFF

MARSHAL - CORONER - PUBLIC ADMINISTRATOR
DIRECTOR OF EMERGENCY SERVICES

MEMORANDUM

Date: November 06, 1991

From: Steven J. Hatton, Staff Services Assistant

To: Sandra L. Osibin, Administrative Services Assistant

Subject: Assessment of Firestorm

During the week of October 20, 1991, I was assigned to work at OES due to the Firestorm special event for a total of 39.7 hours of which 10.7 hours were at overtime. During this period, my duties included, but were not limited to, answering phones, procurement of services and supplies and collecting statistics.

Although my assessment is negative in nature, all things considered, the OES operation appeared to accomplish the tasks assigned. The following comments are meant to improve operations in the event of a future disaster.

TELEPHONES

When a telephone call would come in, it was very difficult to see who was in and who was out. All items need to be taken off the glass partitions between cubicles and furniture arranged so not to block views between cubicles and all mini-blinds need to remain in an open position. This would allow personnel answering telephones to be able to know who is sitting where and they would not have to get up to figure where someone might be sitting.

Changes to voice mail are necessary. Voice mail was not a problem at the disaster but would be in the future. If a temporary worker was to leave a desk and a call came in and was left in voice mail, the temporary employee would not be able to access the voice mail. There are three (3) solutions to this and they are as follows. First, a master list with passwords could be kept and distributed to all personnel at the site. Second, all voice mail passwords could be changed to a generic password. These two solutions would create problems of their own, i.e. training, and would be difficult to facilitate. Third, the Department should contact Communications

to see what the possibility would be of having voice mail terminated immediately upon notification in the event of a disaster.

PROCUREMENT OF SERVICES AND SUPPLIES

There appeared to be a lack of coordination as to whom was ordering food, from whom it was to be ordered and for whom was to be fed. There needs to be guidelines established so that in the event of a future disaster, one individual could coordinate both the procuring and distribution of food supplies.

COLLECTING STATISTICS

General statistics that were collected needed to contain the time, date and contact for the statistic. With so many departments / agencies / organizations involved, updating the list was a very time-consuming task.

Many calls that were coming in for the PIO were basic in nature; for example, the number of persons missing, the number of dead bodies and the number identified bodies. Numerous, repeated calls, by repeated I mean from the same person and also different people but from the same department / agency / organization, were being handled. Two solutions would be as follows. If a time dated list of basic statistics were supplied to those answering the phones, numerous calls to the PIO could have been avoided. Another solution, would be to FAX interested departments / agencies / organizations the basic statistics. When they called again, they could then be told that statistics time dated a certain date or Bulletin XX is the most current information available. With respect to the FAX solution , we would also have record that we sent the statistics and who they should contact in their own department / agency / organization for the information.

DUTIES

Deployment of personnel should be based on skills necessary for the task. It is not fiscally responsible to have personnel working out of class.

HOURS

The twelve hour shift should be reassessed. If the situation would allow, three eight hour shifts instead of two twelve hour shifts should be considered. When personnel work twelve hour shifts for an extended period of time, it appears that productivity decreases. If pools, especially clerical pools, could be set up in advance whereas three eight hours shifts could be accommodated, productivity should increase.

SJH:sjh
FIRE



Alameda County Sheriff's Department

COURTHOUSE, 1225 FALLON STREET, ROOM 103, OAKLAND, CA 94612-4381

CHARLES C. PLUMMER, SHERIFF

MARSHAL - CORONER - PUBLIC ADMINISTRATOR
DIRECTOR OF EMERGENCY SERVICES

MEMORANDUM

DATE: November 13, 1991

FROM: L. Jane Howard, ASA *JH*

TO: Sandra Osibin, ASO

SUBJECT: Assessment of Firestorm

=====

On October 20, 1991, after evacuating my home on Snake Road, I reported to OES for assignment. I was assigned to OES for the East Bay Firestorm event for a total of 20.5 hours of which 7.5 hours were overtime. My duties included, but were not limited to, answering telephones and directing calls, procurement of services and supplies, input for a directional memo re: the Special Event Cards, and support for all command staff.

Hindsight is always more accurate than foresight and the critique that I offer is meant only to facilitate operations in the future.

TELEPHONES

The telephone answering and direction of calls was quite difficult as there seemed to be no assignment of office space and permanent location of staff. The items on the windows and the drawn blinds often obstructed view of the offices. The raised platform at the rear of the building affords an overall view of the entire room. Emergency telephone jacks that could be activated during an emergency and telephone receptionists in that location are suggested. It is also suggested that a guideline be established for the positions needed to answer telephones and direct calls. Clerks or secretaries may be best trained for this function. Cost of personnel should be a consideration as well as expertise.

When staff was "on site -or off site" and where they could be reached was also a problem. Perhaps a large, easily changed "IN/OUT" board indicating location and telephone number could be located near the telephone receptionists.

Voice mail should be suspended as the interference of this system would be counterproductive to emergency operations. The Communications Unit of GSA should be available to facilitate changes for emergency operations as soon as possible.

PROCUREMENT OF SERVICES AND SUPPLIES

Coordination was lacking in this area. There seemed to be no clear direction for those of us that were involved with the arrangements necessary to procure supplies. The food supplied by Fairmont Hospital staff for the first night was well organized. The Fairmont Hospital cafeteria was made available for food service for the balance of the week. Most of the workers used this facility, but not all. The balance of the command staff then required separated pickup of ordered food. In the interest of time management it would appear that the food arrangements should apply to all staff.

COORDINATION OF MATERIALS, LABOR AND MILEAGE

After the disaster event was concluded, for all materials requisitions, the directive from the CAO was received regarding the designations and information needed on all requisitions. I believe that the Department Heads should concur and determine just what information should be disseminated for the next disaster (knowing that there will be a next disaster) ahead of time so that all departments will be prepared in advance and statistics will be accurate without total revision after the fact.

It is still imperative that the Special Event Card for the Sheriff's Department be revised to satisfy the requirements of State Emergency Services and FEMA.

There should be some consistent vehicle usage and mileage record documentation that will fit the FEMA guidelines as defined in the CAO's Memorandum of October 23, 1991 (see attached).

LJB:ljh
Firestorm

Margaret
10/23/91
P.L.
CDI
DCI
LEO

COUNTY OF ALAMEDA
OFFICE OF THE COUNTY ADMINISTRATOR

MEMORANDUM

REC'D OCT 23 AM 9:34

ALAMEDA CO. CALIF.

October 23, 1991

TO: Don Labelle, Public Works
Adolph Martinelli, Planning Dept.
Patrick O'Connell, Auditor/Controller
Dave Kears, Health Care Services Agency
✓ Charles Plummer, Sheriff's Dept.
John Scott, Assessor's Office
Darlene Smith, General Services Agency
Helen Knudson, Social Services Agency

FROM: Steven C. Szalay, County Administrator

SUBJECT: FIRE RELIEF AND RECOVERY ASSISTANCE INFORMATION

This memo is to provide general information regarding eligibility for Federal and State fire relief and recovery assistance, as well as information regarding what specific steps each agency and department should be taking to document and coordinate related activities.

GENERAL: FEDERAL

The Robert T. Stafford Disaster Relief and Emergency Assistance Act (P.L. 93-288) provides statutory authority for Federal assistance. The portions of the act that are of general interest to the County include:

Essential Assistance (Section 403). Federal share of assistance under this subsection is 75%. In order to meet immediate threats to life and property resulting from a major disaster, this category includes:

- Emergency mass care, shelter and medical care; provision of food, water, medicine and other essential needs, including movement of supplies or persons.
- Provision of temporary facilities for schools and other essential community services.
- Any work or services essential to saving lives and protecting and preserving property or public health and safety, including: debris removal and demolition of unsafe structures on public or private lands.
- Warning of further risks and hazards.
- Dissemination of public information and assistance regarding health and safety measures.

Hazard Mitigation (Section 404). Matching grants (50% Federal; 50% local) for approved hazard mitigation projects. The total Federal contribution is limited to 10% of the estimate of grants for permanent facilities projects for the entire disaster area.

Individual Assistance. Direct Federal benefits available to individuals include:

- Temporary housing assistance for up to 18 months (Section 408) (100% Federal share).
- Disaster Unemployment Assistance of up to 26 weeks for individuals, including self-employed individuals, who lost employment as a direct result of the disaster (Section 410) (100% Federal share).
- Individual and family grants of up to \$10,000 (Section 411) (75% Federal; 25% State).

Other. Other provisions of particular interest to the County include:

- Appeals process for any decisions made under this act (Section 423).
- Payment of duplicate benefits to individuals if other source of benefits is late; recipient must agree to repay duplicative assistance (Section 312(c)).
- Individual assistance not considered income or resource when determining eligibility for or benefit levels under federally funded income assistance or resource-tested benefit programs (Section 312(d)).
- Private nonprofits are defined as educational, utility, emergency, medical, rehabilitational and temporary or permanent custodial care facilities (including those for the aged and disabled) and other private nonprofit facilities which provide essential services of a governmental nature to the general public (Section 102(9)). We have been verbally advised that any private nonprofit that has 501(c)(3) status or has been defined as a private nonprofit by the State is eligible for the same treatment as local governments.

GENERAL: STATE

State financial assistance includes:

- Matching fund assistance for cost sharing required under federal disaster assistance program -- generally 75% of the 25% that the Federal government does not pay, or 18.75%. This leaves a local match of 6.25%.
- Local agency overtime costs and the costs of supplies used during eligible disaster response projects.
- Direct costs of grant administration.

DISCUSSION

My office is helping to coordinate the County's financial recovery and will be providing information to you on a flow basis regarding actions that your department should be taking in order to receive the maximum allowable reimbursements.

Attached is a preliminary listing of departmental contacts for the coordination of financial reimbursement. If a contact is not indicated for your department, or if the indicated contact person is incorrect, please contact Ken Gross at x23880 (QIC 20102). If your department is not included and you believe it should be, please also contact Ken immediately.

UPDATED INFORMATION REGARDING PURCHASING AND ACCOUNTING PROCEDURES

Purchasing

If your department has a continuing need for disaster-related goods and services, normal requisitioning procedures must be used. Requisitions must be accompanied by detailed documentation identifying the reason for the request specifically as it relates to fire response and/or recovery activity. In addition, so that the damage can be substantiated in event of conflict, you should keep the damaged item until advised by either my office or Purchasing that it is all right to dispose of it. If, for some reason, the item cannot be retained, please contact Gary Holm at the phone number listed below to determine necessary action to document the damage.

Such purchases are to be charged to the following BACIS account:

Fund - 10; Function - 190; Department - 195; Account - (use the appropriate services and supply account number); Project - (use your department number preceded by a two(2), e.g., 2221 would be used by the Sheriff-Countywide Services).

In order to maximize reimbursement of fire relief expenses, it is essential that good documentation accompany each request. It is also very important that all requests be charged to Dept. 195 - Disaster Response Operations so that the Auditor-Controller's Office can quickly isolate and identify fire response and recovery costs.

Because FEMA guidelines for reimbursement are extensive, detailed and subject to possible differing interpretations, requests for authorization to use confirming requisitions charged to Department 195 should be directed to Gary Holm, Deputy Director, GSA-Purchasing. His telephone number is 530-9660, tieline 36250.

Accounting/Claiming Procedures

A separate budget unit, Disaster Response (dept. 195), will be used to accumulate costs directly associated with the fire. Labor, services and supplies, equipment, and repair costs are subject to reimbursement under the Federal Disaster Assistance Program. These costs must have been incurred as a result of the disaster and evidenced by supporting documentation.

Account Charges. The disaster related-costs should be charged to the appropriate account within department 195. Sub-accounts (projects) have been established within each expenditure account to identify the department authorizing the expense. When reporting charges to Department 195 (i.e. through payroll timekeeping and purchase orders) the department incurring or authorizing the expense should use the-appropriate sub-account as indicated on the attached listing. If a sub-account has not been created for your department please contact Kay Yu (26549).

Labor Costs. Employees regular time that can be substantiated by the department to be disaster related should be reported through payroll timekeeping as a charge to Department 195. Overtime for those employees who are eligible and have been designated to be compensated for such time should also be charged to Department 195. All compensated time that has been reimbursed through Federal/State assistance is subject to audit by the Federal Emergency Management Agency or their representatives and must be supported by employee time records maintained by the department.

Detailed instructions for reporting time are being provided to the departmental payroll clerks/timekeepers by the Auditor-Controller's Office.

SCS/KG:ph
Attachment
8795c

cc: Each Member, Board of Supervisors (w/att.)
Lynn Suter, Sacramento Legislative Advocate (w/o att.)
Jim Copeland, Washington, D.C., Legislative Advocate (w/o att.)
All CAO Analysts (w/att. to Principals only)

INSTRUCTIONS FOR CLAIMING FOR FEDERAL AND STATE
REIMBURSEMENTS FOR COSTS OF ALAMEDA COUNTY EMERGENCY RESPONSE ACTIVITIES
CAUSED BY THE OCTOBER 20, 1991 FIRE AND AFTERMATH

ELIGIBLE COSTS

Generally, eligible costs include all those costs that the County incurred which would not have been incurred had there not been a fire. If you're not sure whether to claim a cost, ask yourself this question: Would I have had this cost if there had not been a fire? If the answer is "yes", don't claim the cost. If the answer is "no", claim the cost.

If you have a situation where there is an overtime increment that was incurred as a result of the fire, that increment is claimable. Example: one post at the jail is covered by three deputies each working an eight hour shift. One of the three deputies was assigned to work as a deputy coroner and the other deputies were each assigned to twelve hour shifts to cover the twenty-four hour posted position at the jail. The two four hour overtime increments to cover the deputy who was reassigned due to the fire, plus all the time for the deputy reassigned to the Coroner, should be claimed.

In addition to labor, departments should also claim the cost of equipment, materials and/or supplies that were rented, leased, purchased or requisitioned to respond to the disaster.

DOCUMENTATION

Departments are responsible for completing their claiming documentation for FEMA/OES reimbursements for the emergency response costs occasioned by the fire using the instructions below and the attached formats.

All costs should be separated by function. For example, all Sheriff/Coroner costs should be reported together; all crisis counseling and other mental health costs should be reported together; all Social Services Agency costs should be reported together; all work at the Emergency Operating Center should be reported together; etc. These reports should include:

1. A detailed breakdown of labor costs (including fringe benefits), by individual, for each activity. This individual detail should then be summarized. All time recording sheets must be signed by both the employee and supervisor.
2. (A) listing(s) of equipment, materials and/or supplies that were rented, leased, purchased or requisitioned to respond to the disaster. Provide copies of estimates, bids, purchase orders, invoices, inventory records, receiving documents, and/or other substantiating evidence to verify that these costs were incurred.
3. List any services purchased or contracted for if the purchase or contract was not initiated by Public Works or BMD.
4. List any existing equipment that was used in the response. FEMA will reimburse for the disaster response related use of our existing equipment.

5. Provide a listing and documentation of mileage for any motor vehicle(s) used for response. For private automobiles, a copy of the claim for reimbursement that is submitted to the Auditor is acceptable. For County vehicles, identify the date, the driver and the pool from which the car was checked out (please list the car # if that is also available) and General Services Agency will provide the documentation. All mileage claims must indicate destination, purpose of trip and date(s).
6. Indicate the name and phone number for your department/agency on the cover of the material that you forward to the County Administrator's Office. This person must be able to answer questions regarding the written information that is being presented.

In addition to examples of how to report employee time, the attached packet also has a summary of the job numbers that are referenced on the spread sheet; a copy of a properly documented requisition; a spread sheet tying out invoice number, charges and activities/services and copies of one of the bills.

RETENTION OF SUPPORTING DOCUMENTS

Separate files should be established for audit purposes for all charges made to Budget 195. They should contain the originals of all timekeeping and purchasing documents that departments normally retain and copies of all other documents. In addition, detailed justification for equipment, materials and/or supplies should be maintained in these files, as well as photographs of equipment that has to be repaired/replaced.

8795c

SUB-ACCOUNTS (PROJECT)

<u>AGENCY/DEPARTMENT</u>	<u>PROJECT NO.</u>
Coroner	2271
County Administrator	2104
Emergency Medical Services	2553
Emergency Services	2270
General Services Agency	2148
Mental Health	2440
Planning	2273
Public Works	2145
Sheriff	2221
Social Services Agency	2350
Assessor	2111

DepartmentDisaster Reimbursements Coordinator

Auditor-Controller Charlie Roach
County Administrator Ken Gross
General Services Agency. Kay White
Highland Hospital. Adela Pang
Mental Health. Diane Stengel
Public Works Agency. Donn Weaver
Risk Management. Nancy Bellard
Sheriff's Department. Jan Howard
Social Services Agency George Hewitt



Alameda County Sheriff's Department
COURTHOUSE, 1225 FALLON STREET, ROOM 103, OAKLAND, CA 94612-4381

CHARLES C. PLUMMER, SHERIFF
MARSHAL - CORONER - PUBLIC ADMINISTRATOR
DIRECTOR OF EMERGENCY SERVICES

Please Reply To:

North County Jail
550 6th Street
Oakland, California 94607
(415) 268-7755

M E M O R A N D U M

Date: October 30, 1991
From: Carole Perry, ASA
To: Sandra Osibin, ASO
Subject: ASSESSMENT REPORT RE: "FIRESTORM"

There has been a Department request for an "assessment" of task/duty assignments and comments regarding overall operation during "Firestorm".

I am unable to participate in a specific assessment, as I was on vacation the entire time this "special event" was in progress.

CAP

cc: Cmdr. Tim Ryan



Alameda County Sheriff's Department

SPECIALIZED SERVICES SECTION, 2000 150TH AVENUE, SAN LEANDRO, CA 94578-1369
(415) 667-7740 FAX (415) 667-7728

TAG

CHARLES C. PLUMMER, SHERIFF
MARSHAL - CORONER - PUBLIC ADMINISTRATOR
DIRECTOR OF EMERGENCY SERVICES

MEMORANDUM

DATE: October 31, 1991

FROM: Gary L. Thuman, Captain *G.L. Thuman*

TO: Donna C. Cain, Acting Commander

SUBJECT: MUTUAL AID LIAISON, OAKLAND POLICE DEPARTMENT COMMAND
POST - AFTER ACTION REPORT RE: 1991 OAKLAND HILLS
FIRESTORM

BACKGROUND

At 1430 hours, Sunday, October 20, 1991, I received a telephone call from Captain Curtis Watson, the On-Call Manager, who informed me of a large wildland fire that was burning out of control in the Oakland Hills; he added that the fire was in the area of Highway 24 and the Caldecott Tunnel.

I arrived at OES at 1510 hours, and was briefed by Commander Ryan and Captain Watson relative to the status of the fire.

At 1635 hours, I was directed by Undersheriff Garrigan to respond to the law enforcement command post established by the Oakland Police Department at the Rockridge Bart Station as a liaison for possible mutual aid.

OPERATION OBJECTIVES

This operation had two objectives:

1. Provide mutual aid personnel as requested;
2. Provide mutual aid resources (equipment) as requested.

OPERATION RESULTS

All operation objectives were met. The following is a total of mutual aid personnel utilized by OPD during the operation:

1. Out of county officers: 334

After Action Report - Oakland Firestorm
October 31, 1991
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2. In county officers: 153
3. Alameda County Deputy Sheriff's: 280
4. Total officers used: 767

Additionally, a considerable amount of communication and lighting equipment were also requested and supplied to OPD; this aspect of mutual aid will be covered in the after action report forthcoming from Sergeant G. Tarnow.

PROBLEM AREA

1. Communications:

Overall radio communication with Sheriff's Department personnel assigned in the field was extremely poor. This is a direct result of the lack of a communication "repeater" in the North Oakland/Berkeley area. This has been an ongoing problem for years and has been brought to the attention of the General Services Agency Communications Section on numerous occasions. Sheriff's Radio was virtually unable to make contact with the field units; this made it extremely difficult, as one might imagine, to coordinate activities between the command post and field units.

An additional problem was the fact that only some of our posted units in the field were equipped with hand held radios. Even though they may not have been able to communicate with Radio or the command post, nonetheless, they would have been able to communicate between themselves.

This is a serious officer safety issue and needs to be addressed in future operations.

RECOMMENDATIONS

1. With the coming of 800 megahertz (hopefully within 18 months) the problem of poor communication in the North Oakland/Berkeley will be alleviated. In the interim I recommend that whenever personnel are deployed to the field, and especially at fixed positions without supervision, that at least one deputy be equipped with a hand held radio.

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2. Additionally, I would recommend that consideration be given to the purchase of additional cellular phones which could be used in disaster/emergency type situations. Although the Department has a considerable number of cellular phones, in a disaster virtually all are committed to Executive Management personnel, PIO's and other key individuals; this leaves a major void for the field operations as was quite evident in the Firestorm.

The following is a time and event log for my involvement at the OPD Command Post from 1435 hours, Sunday, October 20, 1991, through 1305 hours, Tuesday, October 22, 1991:

TIME AND EVENT

SUNDAY, OCTOBER 20, 1991

- 1435 - Departed home for OES.
- 1510 - Arrived at OES and was briefed by Commander Ryan and Captain Watson relative to the status of the fire.
- 1540 - Deputy Kindle advises that he is at the Oakland Fire Command Post at 18th and Wood St. with 7 OES vehicles and 15 volunteers.
- 1545 - Deputy Quinn advises that he is at Berkeley High School with an engine; 2 squads and 9 volunteers.
- 1630 - At the direction of Commander Ryan, a message is left for Lieutenant Benny for a possible SRU response.
- 1632 - At the direction of Commander Ryan, Lieutenant Hoig is called and directed to respond to OES.
- 1635 - Directed by Undersheriff Garrigan to respond to the Law Enforcement command post established by the Oakland Police Department at the Rockridge Bart Station and meet with Captain Rodrique.
- 1640 - Departed for Rockridge Bart Station.

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- 1705 - Arrived at Rockridge Bart Station and met with Capt. Rodrique; there was no request from OPD for assistance at that time.
- 1709 - Called Undersheriff Garrigan and advised him of meeting with OPD Capt. Rodrique. U/S Garrigan asked to confirm information that SLPD units were in pursuit of looters.
- 1715 - Called U/S Garrigan and advised him that SLPD information could not be substantiated.
- 1735 - Command Post moved from Rockridge Bart Station across the street to the Claremont Middle School; OES notified of this fact and that my pager would not work in the general vicinity of the CP.
- 1820 - Called OES and advised Commander Cain of the current status of the situation and that there was still no request for mutual aid from OPD.
- 1850 - Called OES and advised Cmdr. Cain that there was still no request for mutual aid.
- 1853 - Received request from Sheriff's Radio to telephone Deputy Kendle.
- 1856 - Called Deputy Kendle and he requested law enforcement assistance at 18th and Wood Streets to assist with a large gathering of people who were attempting to volunteer.
- 1900 - Made request of Capt. Rodrique re: 18th and Wood Streets. He called OPD dispatch and requested units to respond.
- 1930 - Called Dep. Kendle; OPD never arrived; he was told to call back in 15 minutes if they didn't arrive.
- 1933 - Called Capt. Watson and requested that ACSD assist Dep. Kendle at 18th and Wood Streets; he will send an AC Transit unit.
- 1935 - Provided U/S Garrigan with and update; still no request for mutual aid.
- 1950 - California Highway Patrol to respond with 35 officers at 2130 hours.

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- 2010 - Called U/S Garrigan and provided him with update which included info about CHP respond at 2130 hours.
- 2040 - Called U/S Garrigan; no change in the status.
- 2110 - Called U/S Garrigan; no change in status.
- 2130 - California State Police arrived at the CP with 3 units.
- 2135 - Eastbay Regional Parks arrived at the CP with 1 unit.
- 2140 - Called U/S Garrigan with update which was given to Sergeant Jay.
- 2220 - Called U/S Garrigan and told him there was no change in the status of the fire or OPD's request for mutual aid. I was informed that Lieutenant Tellardin would be enroute to relieve me.
- 2250 - Called U/S Garrigan with update and was told that Lt. Tellardin was enroute to CP.
- 2340 - Called OES and provided Captain Krahne with an update.
- 2359 - Lt. Tellardin arrived at CP and was briefed; Capt. Thuman relieved and off-duty.

MONDAY, OCTOBER 21, 1991

- 0700 - Attended morning briefing at OES; provided and update on the OPD law enforcement command post.
- 0720 - Departed OES enroute to command post at Claremont Middle School.
- 0805 - Arrived at command post.
- 0815 - Received update from Captain Rodrique. Received information that a decision was pending on the use of aerial support for the fire. Also, mutual aid relief scheduled to arrive at 0900 hours.
- 0819 - Called Undersheriff Garrigan and provided him with a status report from the CP.

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- 0830 - OPD will enter area of the origin of the fire (vicinity of Marlboro Ave.) with search teams and arson investigators to begin recovery.
- 0833 - U/S Garrigan informed of 0830 hours, information.
- 0900 - Capt. Rodrique relieved as Incident Commander; Capt. Smith on-duty.
- 0901 - Capt. Smith advised that search teams were being deployed at the present time. Team is comprised of a total of 18 police and 40 fire fighters.
- 0921 - U/S Garrigan provided with an update.
- 0945 - Called Sergeant Tarnow and at the request of Capt. Smith, asked for 80 mutual aid officers for 0001 hours, 10/22/91.
- 0947 - U/S Garrigan called and asked if 5 Posse members and their horses staged at Animal Control were needed?
- 0950 - Capt. Smith advised that Posse not needed; however, OPD could use search and rescue personnel.
- 0954 - U/S Garrigan called and advised of 0950 hours, info.
- 1040 - U/S Garrigan provided with a status report.
- 1050 - Called Lt. Hoig and made arrangement for transportation our mutual aid relief at 0001 hours, 10/22/91. Lt. Hoig van/mini van from transportation.
- 1120 - U/S Garrigan provided with an update.
- 1210 - U/S Garrigan provided with status report.
- 1245 - Capt. Smith advised OPD were experiencing difficulty controlling crowds/on-lookers/property owners from going back into impacted areas. I advise him if he needed additional mutual aid personnel to advise; He said they had not reached a decision to ask for additional personnel.
- 1247 - U/S Garrigan out of the office; update left for him.
- 1345 - U/S Garrigan unavailable; status report left for him.

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- 1430 - U/S Garrigan unavailable; status report left.
- 1440 - Commander Ryan called and said OES had received a complaint from the media that an unidentified deputy in the vicinity of Snake Rd. and Skyline Blvd. was denying access to the area. Complainant was a Mr. Al Goldstein of 561-8768.
- 1450 - Requested Capt. Smith to send OPD supervisor to Snake Rd. and Skyline Blvd. and inform our deputies of right of media to have access (request made of OPD because no contact could be made with ACSD mobile supervisor (Sgt. Greene)).
- 1500 - Called Mr. Goldstein and explained that his concern would be immediately addressed. He seemed satisfied with my response to his complaint.
- 1520 - Contact made with Sgt. Greene; he was directed to proceed to the Snake Rd. and Skyline Blvd. area and make contact with our deputies and inform them of the media access laws.
- 1610 - U/S Garrigan provided with an update report.
- 1611 - 21 ACSD deputies at command post available for deployment.
- 1650 - OPD requested that ACSD personnel relieve the San Leandro Police Dept. officers in the area of Broadway and 51st St.
- 1655 - Request from Capt. Smith for 100 mutual aid officers for Tuesday, 10/22/91.
- 1657 - Sergeant Tarnow contacted and advised of Capt. Smith's request.
- 1725 - Sgt. Greene and Deputies Medeiros, Slofkosky, Hemenway and McCann relieved and off-duty.
- 1800 - Commander Ryan was called and provided with status report.
- 1825 - Called OES and requested flashlight batteries for the 1900-0700 hour shift. Sgt. Carmine to arrange for 2 cases to be delivered via AC Transit.

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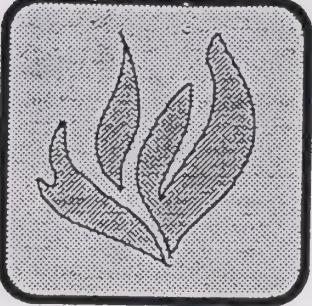
1850 - Cmdr. Ryan called and provided with update.
1950 - Captain Eilers arrived at the command post.
2100 - Captain Thuman relieved and off duty.

TUESDAY, OCTOBER 22, 1991

0630 - Arrived at OES for morning briefing.
0700 - Attended briefing and provided a status report on the on-going operations at the OPD command post.
0740 - Made arrangements for Sgt. Ayala to meet Mr. Davidson at Headquarters for a special detail.
0845 - Arrived at command post and was briefed by Captain Eilers and Sgt. Turinsky.
0920 - Capt. Eilers relieved and off-duty.
0930 - OPD Lt. Kearns advised that his Department will need 60 mutual aid officers at 1200 hours; 40 ACSD deputies and 1900 hours, and 60 mutual aid officers at 0001 hours, Wednesday 10/23/91. Decision will be made at 1500 hours, 10/22/91, if mutual aid personnel can be sized downward.
0945 - Cmdr. Ryan contacted and provided with update report on mutual aid needs for OPD.
1035 - Directed by Captain Watson to meet Sgt. Tarnow in the area of Lake Temescal.
1120 - Called Cmdr Ryan with update; he was unavailable and message was left.
1125 - Called Sgt. Tarnow to arrange meeting at OPD command post.
1220 - Sgt. Tarnow arrived at command post.
1222 - Capt. Smith advised that Berkeley and Piedmont PD's are allowing citizens back into the impacted areas.
1230 - Cmdr. Ryan advised of 1222 hours, information.

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- 1245 - Sgt. Tarnow and I depart for examination of possible staging area for search and recovery effort.
- 1255 - Arrived at North Oakland Sports Park to assess the location as a search and recovery staging area.
- 1305 - Advised by Cmdr. Ryan to return to OES for new assignment and that Capt. Ostlund will assume command at the OPD command post.



OCTOBER 1991
EAST BAY FIRESTORM
ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

SHERIFF'S DEPARTMENT
AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Tuesday, December 3rd. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Sheriff's Dept Section/Unit: Coroner's Bureau

Contact Person: Lt. T. Buckhout Telephone # 268-7300

My Section/Unit was not involved in the Firestorm Disaster X

1

EMERGENCY RESPONSE

What response activities were accomplished by your Section/Unit between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

- | | |
|-------------------------------------|--|
| <input checked="" type="checkbox"/> | Staff at the Emergency Operations Center |
| <input checked="" type="checkbox"/> | Staff at field incidents |
| <input checked="" type="checkbox"/> | Department-level Emergency Management |
| <input checked="" type="checkbox"/> | 24-hour operations |
| <input checked="" type="checkbox"/> | Other <u>Recovery of victims</u> |
| <input type="checkbox"/> | Other _____ |

On an attached sheet, provide a detailed narrative of the Section/Unit's response activities.

2 CONTINUITY OF GOVERNMENT SERVICE

What percentage of normal Department service was performed by the Section/Unit for the first week after the firestorm?

	SUN								SAT	SUN
		ex	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27
100%		XXXXXX								
75%										
50%										
25%										
0%										

Please color in a 'guess-timate' of the level of non-disaster activity

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the Section/Unit since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery.

X
X
X

- Costs accounting/documentation
Staff relocations
Liaison with disaster assistance agencies
Other Death investigations on 25 victims
Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the Department's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

X
X

- Emergency communications systems
Resources available
Facilities and equipment
Inter- and intra-Departmental coordination
Other _____
Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

Provide the documentation (Departmental disaster reports, emergency logs, maps, photos, chronologies, etc.) that you believe should be included in the after-action report. Attach it to this questionnaire.

County of Alameda Sheriff's Department

COURTHOUSE, 1225 FALLON STREET, ROOM 103, OAKLAND, CALIFORNIA 94612-4381



Please Reply To:

Coroner's Bureau
480 Fourth Street
Oakland, CA 94607
(415) 268-7300

CHARLES C. PLUMMER
SHERIFF

MEMORANDUM

DATE: November 26, 1991

FROM: T. C. Buckhout, Lieutenant

TO: G. Thuman, Captain

SUBJECT: CORONER'S BUREAU - AFTER ACTION REPORT
RE: OCTOBER 20, 1991 OAKLAND HILLS FIRESTORM

EVENT MISSION

The mission of the Coroner's Bureau during the "Firestorm" event was essentially the same as the Coroner's mission during normal operations.

"The Coroner is responsible for the dignified recovery of the dead; securing their personal effects; and determining the cause, mode and manner of death."

EVENT OVERVIEW

The Oakland Hills Firestorm was first reported to the Coroner's Bureau by Alameda County Dispatch at 1400 hours on 10/20/91. Approximately 1415 hours, Commander Cain ordered day shift to remain on duty until further notice. About 1715 hours, Supervising Coroner Investigator Dan Apperson arrived at the Coroner's Bureau and began scheduling personnel on 12 hour shifts. Personnel call-out and their subsequent response to work went very well. With the exception of one autopsy table that was inoperable due to repairs, all mechanical equipment was operationally sound at the time of the fire. This included, morgue equipment, vehicles, and body recovery equipment.

On October 20, there were 16 bodies in the morgue refrigerator. The refrigerator has a working storage capacity of 45 bodies and a maximum storage capacity of 90 bodies.

Contract pathologists, odontologists and anthropologists were all notified of the event and made themselves available.

Captain Watson and Lt. Finn at North County Jail were contacted for security resources for the Coroner's building and were extremely cooperative regarding the Coroner's needs through the event.

Both the event and routine Coroner business were completed with minimal difficulties, none of which hindered the operational effectiveness of our mission.

EMERGENCY RESPONSE

STAFFING

Staffing for the event was handled by deploying 29 of 32 active staff members assigned to the Coroner's Bureau throughout two 12 hour shifts. Three staff members were permitted to continue normal Public Administration duties during the event. Approximately 65% of the staff were deployed to the 0700-1900 hours shift and the remaining 35% were placed on the 1900-0700 hours shift.

Approximately 3 additional positions were needed to supplement Coroner's Bureau personnel during the first week of the event. One of the positions was necessary to take 35mm photographs of each recovery. This position was assigned to the day shift and required the skills of a deputy sheriff (tech officer). The other two positions were used to provide security outside the Coroner's Bureau building 24 hours each day and to be immediately available for critical errands such as, dropping off film at CCR for developing, driving to dental offices to drop off or pick up dental records, or picking up odontology reports from our forensic dentists. While these may seem to be luxury positions, they filled extremely critical needs for two reasons. First, they permitted trained Coroner staff to continue with their duties and second they allowed timely identification of victims.

With the exception of these 3 positions, the Coroner's mission was accomplished with the use of only Coroner's personnel on site and in the field.

VEHICLES

The Coroner's Bureau has six vehicles assigned to the Bureau. Three vans for body recoveries, one station wagon and two sedans. All six vehicles were needed to handle routine and event activities. On one occasion a mini van would have been more useful than the station wagon to move supplies. I have already discussed with GSA the possibility of exchanging this vehicle for a mini van.

One additional problem occurred with a van during the event which delayed its return to the Coroner's Bureau. While the van was driving back to the Coroner's Bureau it sustained a flat tire on the freeway. Staff members were unable to change the tire because the lug wrench in the vehicle would not fit the lug nuts on the wheel. This problem has

been corrected and all vans have been checked to be certain that the wrenches now fit the lug nuts on the wheels. This delay did not result in any delay in the recovery of victims.

COMMUNICATIONS

The Coroner's Bureau has two alternate forms of communication available to it other than telephone land lines. Those forms include cellular phones and mobile radios.

There are three hand held/portable cellular phones available to staff on a routine basis. During normal operations, these phones are used minimally and as such do not place a strain on the battery usage. During the event, we discovered that the batteries held their charge for only a few hours and communications were sometimes disrupted due to this. New batteries had to be purchased during the event to resolve this problem. The number of cellular phones also created some difficulty. Since there are three vans available for three recovery teams, each team should have a cellular phone in the field for communications. If all the phones are distributed to recovery teams then there is no cellular phone left in the office if land line phones go down. Additionally, the Unit Commander is then left without a cellular phone when he must be involved in field operations. While this created only minor inconveniences throughout the event, it has the potential of more serious problems in the future if a unit commander is unable to direct his personnel during a crisis.

The other form of communication available to the Coroner's Bureau is mobile radio. Each of the Coroner's vehicles is equipped with a mobile radio and the office has a base station. The Coroner's Bureau operates on a local government frequency. During normal operations, this frequency is very busy during the day. During the event, I found daylight activity to be borderline congested. While you might expect this to be normal for this event, it did create some problems in our ability to make good use of mobile radio communications. Apparently our radio is configured through the Sunol repeater which carries a great deal of static due to its placement on the Sunol ridge. In order to listen to the base station in the office, the volume must be turned up to the extent where people can hear it. When this is done the constant static noise becomes so intolerable that no one can function in an office environment and the base station must be turned down which makes it difficult to hear. I have discussed this with county communications and it is presently unresolved.

FIELD OPERATIONS

Overall, field operations went very well. Adequate supplies and equipment were on hand for the event and all recovery equipment worked properly. Recoveries never seemed to be delayed for lack of staff or equipment.

COMPUTER EQUIPMENT

The only computer difficulty experienced during the event was on October 20, 1991, when the power to the Coroner's Bureau was momentarily interrupted. This did not effect our ability to use the computer network and there were no other problems with the system during the event. Ironically, the system has experienced a number of problems both before and after the event which have impaired office operations. These difficulties are currently being worked on by Alameda County Data Processing.

Regarding the management of data during the event, I found that our lack of data base and spread sheet software programs made it difficult at times to access information that we had, in a timely manner. This concern will be addressed in the future.

MISCELLANEOUS EQUIPMENT/SUPPLIES

At the time of the event, the Coroner's Bureau had on hand all necessary supplies and equipment to deal with the disaster. During the event, however, replacements for consumable supplies were ordered.

By the fourth day of the event, it was determined that special sieve equipment would be necessary to sift through the rubble and locate further remains. The carpenter shop at the Santa Rita Jail constructed several archeological field sieves, on extremely short notice, to assist us with this need. The sieves proved invaluable in the recovery of further identifiable remains.

MORGUE OPERATIONS & FORENSIC SERVICES

Between October 20-28, the Coroner's Bureau made a total of 71 recoveries. Those recoveries are broken down as follows:

- 25 Firestorm victims
- 12 Non-human remains recovered from Firestorm event
- 34 Normal recoveries

The beginning morgue count in the refrigerator on October 20, was 16 bodies, and the ending count on October 28, was 25 bodies. Both normal and event operations in the morgue continued smoothly overall.

I have discussed morgue operations with our contractors with respect to their ability to provide service during the event. Comments concerning their services are summarized below:

Pathologists: The pathologists expressed some concern with the sequencing of forensic services. In a few instances they felt that they should have been consulted before the odontologist or anthropologist examined a case. This did not present any major

problems or delays in the identification process, but it did give rise to a procedural glitch that will have to be worked out. Other than this point, they felt that their services proceeded well.

Odontologists: The odontologists provided a very valuable service in this event. Of the 25 cases of human remains that were identified, 13 cases were identified through forensic dentistry. According to the odontologists, they felt their services interfaced well with our needs. Their services were unquestionably valuable.

Anthropologists: The anthropologists were useful in 7 cases by primarily identifying and separating human vs. non-human remains. There was, however, 1 case where they were able to determine the sex, race, relative age, and stature of the decedent. This information was valuable when the only other source of information we had to identify the decedent was their jewelry and witness statements placing the decedent at the location of the fire at the time of their death. This service was a valuable one.

CRISIS COUNSELING

Crisis counselors were on site 24 hours each day beginning on the evening of October 20, and continuing through October 27. On some days they were extremely busy with families, while on others they seemed to have little to do. I did not consider this to be unusual for an event such as this and considered their services to be valuable. Not only did counselors help to mitigate the families immediate grief, but they also established themselves as a source for follow-up counseling for many families. This is a service which should be an integral part of any event such as this.

CONTINUITY OF GOVERNMENT SERVICE

During the Firestorm disaster, the Coroner's Bureau maintained 100% of normal department services. During the disaster the Coroner's Bureau handled a total of 71 cases. Twenty-five (25) cases were from the Firestorm disaster; twelve (12) additional cases recovered from the Firestorm disaster were determined to be of non-human remains; and thirty-four (34) cases were determined to be normal recoveries.

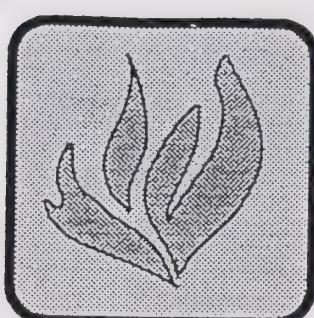
EMERGENCY RECOVERY

In the days which followed the October 20th Firestorm, the Coroner's Bureau was responsible for preparing documentation on equipment and supplies which had been purchased during the event, reassigning staff from other work units in the Sheriff's Department to the Coroner's Bureau to supplement Coroner operations and investigating the deaths of the 25 Firestorm victims.

PROBLEM AREAS AND RECOMMENDATIONS

1. Proceed with exchanging the Coroner's station wagon for a mini van.
2. Obtain 3 watt portable cellular phone for the office to serve as a base phone during a power outage, and install a cellular phone with portable capability in the unit commander's vehicle.
3. Improve mobile radio communications.
4. Obtain data base and spread sheet computer software programs for data management during events.
5. Improve sequencing of forensic services in the morgue.

C:\WP51DOCS\FIRESTRM.RPT



OCTOBER 1991
EAST BAY FIRESTORM
ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

SHERIFF'S DEPARTMENT
AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Tuesday, December 3rd. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Sheriff's Dept Section/Unit: Fire Patrol

Contact Person: Randall J. Moore Telephone # 46868

My Section/Unit was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by your Section/Unit between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

X
X
X

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's response activities.

2 CONTINUITY OF GOVERNMENT SERVICE

What percentage of normal Department service was performed by the Section/Unit for the first week after the firestorm?

	SUN								SAT	SUN
	ex	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27	
100%										
75%										
50%										
25%										
0%										

Please color in a 'guess-timate' of the level of non-disaster activity

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the Section/Unit since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

X	

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the Department's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

X	
X	

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5 ADDITIONAL DOCUMENTATION

Provide the documentation (Departmental disaster reports, [REDACTED] emergency logs, maps, photos, chronologies, etc.) that you believe should be included in the after-action report. Attach it to this questionnaire.



Alameda County Sheriff's Department

SPECIALIZED SERVICES SECTION, 2000 150TH AVENUE, SAN LEANDRO, CA 94578-1369
(415) 667-7740 FAX (415) 667-7728

CHARLES C. PLUMMER, SHERIFF
MARSHAL - CORONER - PUBLIC ADMINISTRATOR
DIRECTOR OF EMERGENCY SERVICES

M E M O R A N D U M

DATE: November 12, 1991

FROM: Randall J. Moore, Acting Fire Chief

TO: Charles C. Plummer, Sheriff

VIA: Chain of Command

SUBJECT: AFTER ACTION REPORT

On October 20, 1991 at 1208 hours, Lawrence Livermore National Laboratory (LLNL) Fire Dispatch requested one wildland fire unit to respond on Task Force 14 to a major fire in Oakland. We immediately dispatched Squad 72, with Captain Robert Moore and Firefighter Roy Palatino, to the rendezvous point at Tassajara Road and I-580. We also began recalling off-duty personnel for station coverage. Twin Valley Task Force units assembled on Tassajara Road and proceeded to the Oakland incident. For specific action taken by Squad 72 and Task Force 14, please see the attached Incident Report #91-000513 Exposure 000.

On October 20, 1991 at 1400 hours, LLNL Fire Dispatch requested an engine to respond on Task Force 13 to the Oakland incident. We immediately dispatched Engine 72 to the rendezvous point at Pleasanton Fire Station #2 with firefighters Donald Staysa and Phillip Smith and I. With all units assembled, Task Force 13 proceeded to the Berkeley section of the incident. For specific action taken by Engine 72 and Task Force 13, please see the attached Incident Report #91-000513, Exposure 001.

Engine 72, with original crew, returned to quarters at 1700 hours on October 21, 1991. Squad 72 did not return until 1640 hours on October 23, 1991 but the crew was rotated several times. On October 21, 1991, 1030 hours, firefighters Rodney McGrew and John Kiely relieved Captain Robert Moore and firefighter Roy Palatino. At 0930 hours on October 22, 1991, firefighters Clyde Lindberg and Hollis Franks relieved firefighters Rodney McGrew and John Kiely. At 2000 hours on October 22, 1991, firefighters Phillip Smith and David Jansen relieved firefighters Clyde Lindberg and Hollis Franks. This last crew stayed with Squad 72 until its return to the station at 1640 hours on October 23, 1991.

Charles C. Plummer, Sheriff

Page 2

November 12, 1991

On October 24, 1991 at 0600 hours, LLNL dispatch requested an engine to respond on Task Force 14 to the Oakland incident for suppression, safety, and support functions. Firefighters Rodney McGrew, Clyde Lindberg, and Hollis Franks responded in Engine 72 to the rendezvous point at Pleasanton Fire Station #2. Once all units assembled, the Task Force proceeded to the Oakland incident. Engine 72 returned to quarters at 1830 hours the same day. For specific action taken by Engine 72 and Task Force 14, please see the attached Incident Report #91-000513 Exposure 002. Throughout this event we were fortunate to have all able-bodied Department members available for duty and all of our equipment functioning properly.

We encountered two major problems during this event. The first problem was a lack of communication with the command structure. Oakland and Berkeley Fire Departments both operate on different radio frequencies. If we had these frequencies in our radios, it may have improved communications. Secondly, Oakland fire hydrants have 3" outlets, and the standard for California is 2 1/2". Therefore, the Oakland Fire Department had to distribute 3" to 2 1/2" adaptors. It might have facilitated operations if we had adaptors with us.

All members of this Department deserve commendations for the many long hours they put in and strenuous challenges they endured. I believe that due to their efforts, many homes were spared.

RM/daw

Inquiry for Incident No 91-000513 Exposure No 002

Subjected to inquiry in the Hillside neighborhood area, we learned that
ATTWELL, AKA ERIC RODGERS AND ERIC HARRIS AND THE GROUP MEMBERS
WERE RECAUGHT AT STATION 47 100.

Inquiry for Incident No 91-0000513 Exposure No 001

Date: 1991-01-01 Location: 1000

Location Data

Location ID	1000	Location Name	1000
Address	1000	City	1000
State	1000	Country	1000
Zip	1000	Postal Code	1000

General Information

Exposure Type	1000
Exposure Date	1000
Exposure Time	1000
Exposure Duration	1000
Exposure Distance	1000

Incident Data

Event Type	1000
Event Description	1000
Event Date	1000
Event Time	1000
Event Duration	1000

Incident Reporting

Reporting Agency	1000	Report Date	1000
Reporting Type	1000	Report Status	1000
Reporting Method	1000	Report Format	1000

Incident Response

Response Agency	1000	Response Date	1000
Response Type	1000	Response Status	1000
Response Method	1000	Response Format	1000

Incident Control

Control Agency	1000	Control Date	1000
Control Type	1000	Control Status	1000
Control Method	1000	Control Format	1000

Company 20 1000

Company Name	1000	Company Address	1000
Company Type	1000	Company City	1000
Company State	1000	Company Country	1000
Company Zip	1000	Company Postal Code	1000

Personnel Responding

Personnel Name	1000	Personnel Position	1000
Personnel Type	1000	Personnel Status	1000
Personnel Method	1000	Personnel Format	1000

NARRATIVE

Narrative Text	1000
Narrative Date	1000
Narrative Time	1000
Narrative Duration	1000

Notes	1000
Date	1000
Time	1000
Duration	1000

Comments	1000
Date	1000
Time	1000
Duration	1000

Notes	1000
Date	1000
Time	1000
Duration	1000

Comments	1000
Date	1000
Time	1000
Duration	1000

Inquiry for Incident No 91-000513 Exposure No 001

RECORDED IN THE BUREAU OF INVESTIGATION, FEDERAL BUREAU OF INVESTIGATION, WASHINGTON, D. C., ON APRIL 10, 1937, BY JAMES M. COOPER, AGENT IN CHARGE, AND R. L. HARRIS, SPECIAL AGENT. THIS REPORT IS MADE UP OF 10 PAGES, 8 1/2 X 11 INCHES, AND IS INDEXED AS FOLLOWS:

Inquiry for Incident No 91-000513 Exposure No 000

Location Data

2017-09-25 10:42:11

10. *What is the best way to handle a difficult customer?*

General Information

Incident Data

DEPARTMENT OF STATE

Company No. 6072
Montgomery, N.Y., U.S.A.

19. *Journal of the American Statistical Association*, 1923.

10. **STATEMENT** **10.1** **STATEMENT** **10.2** **STATEMENT** **10.3** **STATEMENT** **10.4** **STATEMENT** **10.5**

14.00000000000000

Inquiry for Incident No 91-000513 Exposure No 000

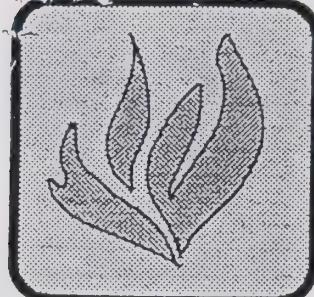
在這裏，我們將會遇到一個問題：如果我們希望在一個子系統中，能夠訪問到父級子系統的某些屬性或方法，那麼我們該怎麼辦呢？

中華人民共和國農業部令
第1號
《農作物病蟲害防治條例》已經1997年2月25日經農業部局長辦公會審議通過，現予公布，自1997年5月1日起施行。

在於此，我們可以說，這就是「中國化」的「新儒學」。

100% of the time, the system will be able to correctly identify the target object.

在這裏，我們將會看到一個簡單的範例，說明如何使用 `PyTorch` 的 `nn` 模組來建立一個前向傳播（Forward Pass）。



OCTOBER 1991
EAST BAY FIRESTORM
ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

SHERIFF'S DEPARTMENT
AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Tuesday, December 3rd. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Sheriff's Dept Section/Unit: Consolidated Dispatch / 162

Contact Person: Robert Bassett Telephone # 510 667-7726

My Section/Unit was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by your Section/Unit between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

<input checked="" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's response activities.

2

CONTINUITY OF GOVERNMENT SERVICE

What percentage of normal Department service was performed by the Section/Unit for the first week after the firestorm?

		SUN							SAT	SUN
100%	ex	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27	
75%										
50%										
25%										
0%										

Please color in a 'guess-timate' of the level of non-disaster activity

October 1991
EAST BAY FIRESTORM
AFTER-ACTION REPORT QUESTIONNAIRE

Page 2

3

EMERGENCY RECOVERY

N/A

What recovery activities were accomplished by the Section/Unit since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

N/A

In a critique of the Department's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

N/A

Provide the documentation (Departmental disaster reports, emergency logs, maps, photos, chronologies, etc.) that you believe should be included in the after-action report. Attach it to this questionnaire.



Alameda County Sheriff's Department

SPECIALIZED SERVICES SECTION, 2000 150TH AVENUE, SAN LEANDRO, CA 94578-1369
(415) 667-7740 FAX (415) 667-7728

CHARLES C. PLUMMER, SHERIFF
MARSHAL - CORONER - PUBLIC ADMINISTRATOR
DIRECTOR OF EMERGENCY SERVICES

MEMORANDUM

Date: December 18, 1991

From: Robert Bassett, Acting Manager, E.S.D. *R Bassett*

To: Terry Gitlin, Emergency Services Coordinator II

Subject: East Bay Firestorm - After Action Report Questionnaire

The Consolidated Dispatch section responded with four Emergency Services Dispatchers to the fire scene during the four days of search and recovery. Our personnel manned a State O.E.S. communications van handling the radio and telephone communications relative to the search and recovery efforts of the Alameda County Sheriff's Department.

Date: October 24, 1991
From: Brian M. Barney, ESDS
To: Terri Gitlin, OES
Subj: Mutual Aid Fire Caldecott Tunnel 10/20/91
Notes from 40 Channel Tape regarding;
Twin Valley - Task Force East Zone
South Zone - Strike Team

1150 Alco calls SLFD, they state they are not responding yet. Looks bad out of their dispatch window.

1151 Alco calls Fremont asks if they know whos assigned to the Oakland Fire, they dont know. They heard its a 6 Alarm.

1152 El42 responding to Caldecott Tunnel as part of Contra Costa's Strike team, Structure response.

1152 Alco calls Lab are you asking for M/A? Lab says yes, they have been asked for 5 strike teams and were getting in the process of verification. Lab will call us back.

1153 E231 responds to m/a

1154 Alco calls Drfa. Drfa says they are responding w/Co Co County, and page C1401. (1155 C1401 paged)

1156 Cvfd #1 sees smoke north east from CVFD #1.

1157 6265 Scarlett Ct smoke in the trailer Park area, poss 84 lumber.

1159 Drfa requests C1401. We already did page. Alco does 2nd page.

1200 El41 requested we notify Camp Parks whats going on and see if they can cruise a unit over to the Scarlett Ct area.

1201 Paged C1401 "Oakland working a Mutual Aid Fire".

1202 Amos from Lab fire calls alco requests a task force to go into oakland and alco is responsible for a task force leader. Alco requests what m/a are you calling? She stated a task force leaders name. Grass fire is located at Grizzly Peak/Mulberry Terrace/Tunnel Rd.

1203 El41 requests from Alco if we know if they are putting together a strike team.

1204 Valley Fire advises us that El42 & 4 San Ramon units are going to Mutual Aid at Fish Ranch Rd./Old Tunnel Rd. (70C1 TB).

1207 Lab Fire announces "East zone placed on Red Alert wildland in the North Zone. Units in the Wild land task force "A" will assemble at Tassajara/580. Leader will be from Dougherty Fire".

1207 Brian calls DRFA (Detrick) Advises him they need a Task Force leader. C1401 not answering page yet. Is there anyone else we can call. DRFA will call Hatchcox.

1208 P141 clear of scene (84 Lumber) do you have a response on T.V.? El41 says he is due at Tassajara/580. El41 advises he is in quarters. P141 goes on m/a tass/580.

1208 Hrs Childrens Hospital calls wants to know if we had a medical alert yet. (No)

1211 Alco calls on call coordinator Roger Kendall. Advises of Red Alert Task force grizzley Peak area. DRFA Task force leader.

1212 Sq72 County Fire responds to tass/580 m/a

1215 Hrs Eden fire called requested to know whats going on.

1215 Lab fire announces east zone task force "b" placed on yellow alert standby, for a possible response to the fire.

1216 Alco calls Fremont. Fremont needs all Patrols from Eden, CV & Fairview. Assemble at Fairmont hospital for South Zone Task force.

1217 Drfa requests page 911 on tv for swanson.

1219 McAnn OES fire called asked if they were into Task Force B yet? (No stand by only)

1219 Alco made Low Band Announcement to Eden/CV/Fairview requesting a task force of all patrols to meet at Fairmont Hospital (TB 28 A1), 1P1, 3P2, and 11P1 responding.

1226 1P1 responding to Fairmont

1226 Medical Yellow alert called by Berkeley Fire P113 Caldecott Tunnel. (Went to Red Alert at 1338)

1229 C1401 answered page.

1231 Paged County Fire for cover in.

1232 Yellow Alert announcement Zone "A" Wildland Fire.

1242 Paged OES Fire advised them to respond to their stations.

1302 P142, P201 Staging Tassajara/580

1330 OES Chief Bigelow requesting Rescue Pager to be activated for Standby

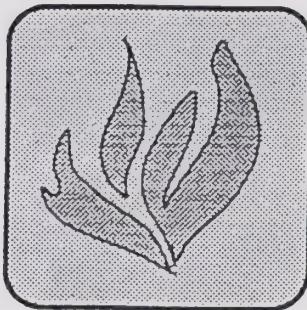
1338 1E5 responding

1338 Medical Red Alert called by Berkeley Fire P113.

1359 Per Fremont Castro Valley will be the Strike Force leader.

0059 Oct 21, 1991 Medical Red Alert reduced to a Medical Yellow Alert.

0215 Oct 21, 1991 Medical Yellow secured.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

RACES

AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Wednesday, November 8th. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department:

OES (RACES)

Contact Person:

R.B. VALLIO

Telephone # 510 537-6204

My Department was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by the department between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's response activities.

2

CONTINUITY OF GOVERNMENT

What percentage of normal government service was performed by the department for the first week after the firestorm?

	SUN								SAT	SUN
		ex	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27
100%										
75%										
50%										
25%			✓	✓	✓	✓	✓	✓	✓	✓
0%										

Please color in a 'guess-timate' of the level of non-disaster activity

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the department since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the department's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the County's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

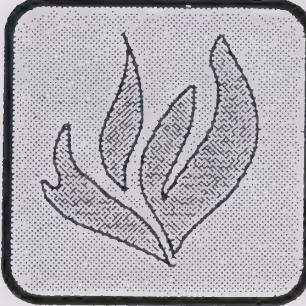
Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

If there is any documentation (Departmental disaster reports, emergency logs, maps, photos, etc.) that you believe should be included in the after-action report, attach it to this questionnaire.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

SHERIFF'S DEPARTMENT
AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Tuesday, December 3rd. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Sheriff's Dept Section/Unit: COURT SERVICES

Contact Person: R.E. ELEPS Telephone # 268-2953

My Section/Unit was not involved in the Firestorm Disaster

1 EMERGENCY RESPONSE

What response activities were accomplished by your Section/Unit between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes
that apply to the
Department's Response

X

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other

Other

On an attached sheet, provide a detailed narrative of the Section/Unit's response activities.

2 CONTINUITY OF GOVERNMENT SERVICE

What percentage of normal Department service was performed by the Section/Unit for the first week after the firestorm?

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the Section/Unit since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the Department's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

X
X
X

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

Provide the documentation (Departmental disaster reports, emergency logs, maps, photos, chronologies, etc.) that you believe should be included in the after-action report. Attach it to this questionnaire.



Alameda County Sheriff's Department

COURTHOUSE, 1225 FALLON STREET, ROOM 103, OAKLAND, CA 94612-4381

CHARLES C. PLUMMER, SHERIFF

MARSHAL - CORONER - PUBLIC ADMINISTRATOR
DIRECTOR OF EMERGENCY SERVICES

Please Reply To:

North County Marshal
661 Washington Street
Oakland, California 94607-3986
(510) 268-2955

MEMORANDUM

DATE: November 22, 1991

FROM: R.E. EILERS, Acting Captain *llc*

TO: T. GITLIN, Emergency Services Coordinator

SUBJECT: Eastbay Firestorm After Action Report Questionnaire

1. Emergency Response

Staff at Field Incidents

During the period 10/20 through 10/24/91 I was removed from my position as Acting Captain of the Court Services Section and assigned as the Alameda County Sheriff's Department "Night" (1900 -0700) Liaison at the Oakland P.D. Command Post.

I was responsible for coordinating the Alameda County mutual aid response with Oakland P.D. needs. I also performed as field unit commander responsible for Alameda County Law Enforcement personnel in Oakland.

4. Problem Areas and Recommendations

Emergency Communication Systems

There were too few radios. Alameda County mutual aid personnel were required to take enforcement positions in the field without adequate radio communication with field supervisors or the command post.

Facilities and equipment

Alameda County mutual aid personnel in the field, initially were not regularly relieved. There existed no field toilet facilities. Personnel were required to relieve themselves in bushes or in the bathrooms of adjacent homes.

After-Action Report Questionnaire
Page 2

Inter and Intra-Department Coordination

Intra-Department coordination was excellent. Inter-Department coordination was less so. Initially Oakland P.D. intended to relieve the mutual aid positions in the field utilizing O.P.D. officers and vehicles. The attempt quickly failed. Mutual aid personnel in the field were required to spend 12 to 14 hours on a post without relief. The situation was overcome by, in the case of Alameda County, the Field supervisors taking charge of their field personnel and arranging their own relief.

On several occasions the Oakland P.D. Command lost track of where mutual aid personnel were posted/located. The problem was overcome by, in the case of Alameda County, the Field supervisors assigning their own personnel to meet O.P.D. expressed needs.

Recommendations

Whenever possible, Alameda County mutual aid personnel should respond in a squad format. Four personnel to one vehicle. The vehicle should be equipped to operate independently if required to. Each squad should be equipped with at least one portable radio.

Alameda County mutual aid personnel should always remain directly under the control of Alameda County field supervisors.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

SHERIFF'S DEPARTMENT AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Tuesday, December 3rd. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Sheriff's Dept Section/Unit: SonCo. MARSHAL

Contact Person: LT. DALE BENNY Telephone # 1070-5045

My Section/Unit was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by your Section/Unit between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's response activities.

2

CONTINUITY OF GOVERNMENT SERVICE

What percentage of normal Department service was performed by the Section/Unit for the first week after the firestorm?

	SUN								SAT	SUN
		ex	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27
100%										
75%										
50%										
25%										
0%										

Please color in a 'guess-timate' of the level of non-disaster activity

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the Section/Unit since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the Department's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

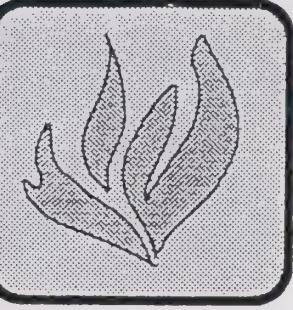
Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

Provide the documentation (Departmental disaster reports, emergency logs, maps, photos, chronologies, etc.) that you believe should be included in the after-action report. Attach it to this questionnaire.



OCTOBER 1991
EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

SHERIFF'S DEPARTMENT
AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Tuesday, December 3rd. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Sheriff's Dept Section/Unit: Oakland Marshal's Unit

Contact Person: J.A.WILLIAMS, LT. Telephone # (510) 268-2955

My Section/Unit was not involved in the Firestorm Disaster

XX

1

EMERGENCY RESPONSE

What response activities were accomplished by your Section/Unit between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's response activities.

2

CONTINUITY OF GOVERNMENT SERVICE

What percentage of normal Department service was performed by the Section/Unit for the first week after the firestorm?

	SUN	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27	SAT	SUN
100%	<input type="checkbox"/>	ex	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27	
75%	<input type="checkbox"/>										
50%	<input type="checkbox"/>										
25%	<input type="checkbox"/>										
0%	<input type="checkbox"/>										

Please color in a 'guess-timate' of the level of non-disaster activity

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the Section/Unit since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the Department's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

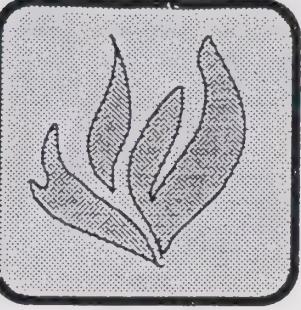
Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

Provide the documentation (Departmental disaster reports, emergency logs, maps, photos, chronologies, etc.) that you believe should be included in the after-action report. Attach it to this questionnaire.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

SHERIFF'S DEPARTMENT AFTER-ACTION REPORT QUESTIONNAIRE

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Department: Sheriff's Dept Section/Unit: Civil/Ro.LifC

Contact Person: A.T. D. Schenller Telephone # 272-6913

My Section/Unit was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by your Section/Unit between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's response activities.

2

CONTINUITY OF GOVERNMENT SERVICE

What percentage of normal Department service was performed by the Section/Unit for the first week after the firestorm?

	SUN								SAT	SUN
	ex	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27	
100%										
75%										
50%										
25%										
0%										

Please color in a 'guess-timate' of the level of non-disaster activity

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the Section/Unit since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the Department's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

Provide the documentation (Departmental disaster reports, emergency logs, maps, photos, chronologies, etc.) that you believe should be included in the after-action report. Attach it to this questionnaire.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

SHERIFF'S DEPARTMENT AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Tuesday, December 3rd. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Sheriff's Dept Section/Unit: TRANSPORTATION

Contact Person: J. A. ANGST Telephone # 551-6664

My Section/Unit was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by your Section/Unit between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

X

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's response activities.

2 CONTINUITY OF GOVERNMENT SERVICE

What percentage of normal Department service was performed by the Section/Unit for the first week after the firestorm?

	SUN								SAT	SUN
		ex	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27
100%										
75%										
50%										
25%										
0%										

Please color in a 'guess-timate' of the level of non-disaster activity

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the Section/Unit since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

N/A

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the Department's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

N/A

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

N/A

Provide the documentation (Departmental disaster reports, emergency logs, maps, photos, chronologies, etc.) that you believe should be included in the after-action report. Attach it to this questionnaire.



Alameda County Sheriff's Department

COURTHOUSE, 1225 FALLON STREET, ROOM 103, OAKLAND, CA 94612-4381

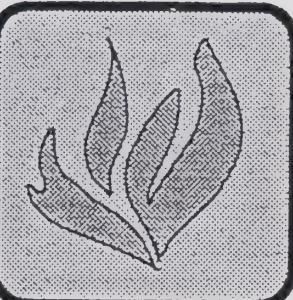
CHARLES C. PLUMMER, SHERIFF
MARSHAL - CORONER - PUBLIC ADMINISTRATOR
DIRECTOR OF EMERGENCY SERVICES

M E M O R A N D U M

DATE: November 25, 1991
FROM: A. ANGST, Lieutenant *AA*
TO: R. EILERS, A/Captain *REC 11-27-91*

* SUBJECT: AFTER-ACTION FIRESTORM REPORT: TRANSPORTATION SECTION

The role of Transportation Section in Operation Firestorm is that we sent one deputy (Caldwell) for one day only, on Monday October 21. Three transportation vans were used the entire week. No other personnel or equipment from Transportation were involved, and 100% of normal activity was maintained throughout the duration.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

SHERIFF'S DEPARTMENT AFTER-ACTION REPORT QUESTIONNAIRE

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Department: Sheriff's Dept Section/Unit: ETS Investigations/Administration

Contact Person: T. P. Ostlund, Captain Telephone # 667-3650

My Section/Unit was not involved in the Firestorm Disaster

*Also see ETS Patrol

1

EMERGENCY RESPONSE

What response activities were accomplished by your Section/Unit between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

X
X
X

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's response activities.

2

CONTINUITY OF GOVERNMENT SERVICE

What percentage of normal Department service was performed by the Section/Unit for the first week after the firestorm?

	SUN	MON	TUE	WED	THU	FRI	SAT	SUN
100%	ex	10/20	10/21	10/22	10/23	10/24	10/25	10/26
75%								
50%								
25%								
0%								

Please color in a 'guess-timate' of the level of non-disaster activity

October 1991
EAST BAY FIRESTORM
AFTER-ACTION REPORT QUESTIONNAIRE

Page 2

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the Section/Unit since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

X
X

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the Department's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

X
X
X

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

Provide the documentation (Departmental disaster reports, emergency logs, maps, photos, chronologies, etc.) that you believe should be included in the after-action report. Attach it to this questionnaire.



OCTOBER 1991
EAST BAY FIRESTORM
ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

SHERIFF'S DEPARTMENT
AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Tuesday, December 3rd. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Sheriff's Dept Section/Unit: ETS Patrol

Contact Person: T. P. Ostlund, Captain Telephone # 667-3650

My Section/Unit was not involved in the Firestorm Disaster

*Also see ETS Investigations/Administration

1

EMERGENCY RESPONSE

What response activities were accomplished by your Section/Unit between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

X
X
X

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's response activities.

2

CONTINUITY OF GOVERNMENT SERVICE

What percentage of normal Department service was performed by the Section/Unit for the first week after the firestorm?

	SUN								SAT	SUN
		ex	10/20	10/21	10/22	10/23	10/24	10/25		
100%										
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25%										
0%										

Please color in a 'guess-timate' of the level of non-disaster activity

October 1991
EAST BAY FIRESTORM
AFTER-ACTION REPORT QUESTIONNAIRE

Page 2

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the Section/Unit since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

X
X

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the Department's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

X
X
X

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

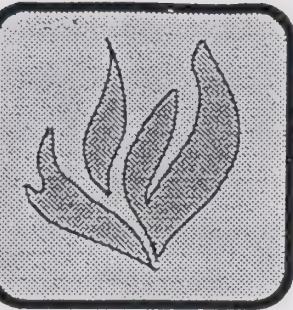
Other _____

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ADDITIONAL DOCUMENTATION

Provide the documentation (Departmental disaster reports, emergency logs, maps, photos, chronologies, etc.) that you believe should be included in the after-action report. Attach it to this questionnaire.



OCTOBER 1991
EAST BAY FIRESTORM
ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

SHERIFF'S DEPARTMENT
AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Tuesday, December 3rd. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Sheriff's Dept Section/Unit: CRIME Lab.

Contact Person: TONY SPRAGUE Telephone # 57700

My Section/Unit was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by your Section/Unit between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's response activities.

2 CONTINUITY OF GOVERNMENT SERVICE

What percentage of normal Department service was performed by the Section/Unit for the first week after the firestorm?

	SUN							SAT	SUN
	ex	10/20	10/21	10/22	10/23	10/24	10/25		
100%									
75%									
50%									
25%									
0%									

Please color in a 'guess-timate' of the level of non-disaster activity

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the Section/Unit since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the Department's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

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Alameda County Sheriff's Department

COURTHOUSE, 1225 FALLON STREET, ROOM 103, OAKLAND, CA 94612-4381

CHARLES C. PLUMMER, SHERIFF
MARSHAL - CORONER - PUBLIC ADMINISTRATOR
DIRECTOR OF EMERGENCY SERVICES

Eden Township Substation
15001 Foothill Boulevard
San Leandro, California 94578
(415) 667-7721

MEMORANDUM

DATE: December 3, 1991

FROM: Timothy P. Ostlund, Captain

TO: Gary L. Thuman, Captain

SUBJECT: ETS Response to Eastbay Firestorm

ETS personnel were directly involved in several aspects of the Eastbay Fire Storm. Included in this list are the following:

OPD Command Post-	Captain Ostlund
Department EOC-	Sergeant Lerche
Logistics/Support-	Lieutenant Hoig, Sergeant Carmine (scheduling, personnel deployment, etc.)
Other support-	Deputy Decoste, Deputy Morgado (coordination with EOC, OPD C/P, etc.)
Field Assignments-	Sec. I Mendoes, Clerk II Pedemonte (clerical) Payroll Clerk Kindle (timekeeping, payroll) See attached lists of personnel

During most of the week ETS operated on 12 hour shifts, which allowed a greater number of deputies to be available for deployment at the scene of the fire. Deputies that remained at ETS worked 12 hour shifts in patrol, AC Transit Patrol, and Investigations. Our patrol efforts remained at normal levels during this week, but investigations was reduced by approximately 50%. Departmental personnel that were assigned to the fire scene, under mutual aid, worked traffic posts and provided some roving security teams.

Attached is a copy of the ETS staffing configuration during the firestorm, a copy of the list of personnel that responded to the firestorm scene, and the ETS stand-down schedule. In addition I have attached a separate page listing criticisms and recommendations.

CRITICISMS AND RECOMMENDATIONS EASTBAY FIRESTORM MUTUAL AID ACTIVITIES

During most of the law enforcement field operations for the Eastbay Firestorm, I was assigned to either the Oakland Police Department to coordinate with management, or to the OPD Command Post. It was clear from the start of the operation that the Oakland Police Department had little experience in handling mutual aid officers, and it was not until Wednesday of that week that we saw improvement. OPD did assign one Lieutenant to each of the 12 hour shifts to coordinate with ACSD personnel the mutual aid program, but they did not seem to take seriously their role until problems cropped up. The major problems I saw with the mutual aid operation are listed below:

- Failure to clearly document where the traffic posts were. A map was finally used, towards the end of the week, which allowed them more clearly visualize what was going on.
- The OPD field supervisors often moved the traffic posts- without notifying the Command Post. This resulted in not knowing where the mutual aid officers were at a given time.
- There seemed to be a lack of communication between OPD upper management - and the C/P.
↳ (who was really in charge?)
- Communications with field personnel was a problem. Most agencies brought their own radios so they could communicate with the C/P, but there was often a radio shortage. State OES did send down hand-held radios, but OPD was reluctant to leave them at the C/P so there was a problem with having enough working radios readily available. Once again they corrected this by the end of the week.
- There was a lack of toilet facilities for personnel on fixed posts- but I believe that portable toilets were available.
- OPD failed to build in enough mutual aid personnel to provide relief for the fixed posts. Initially the motor officers were assigned to this job, but that did not work. Later they did request enough officers to allow for relief.
- Food delivery in the field was sporadic.

All of the above comments are directed towards OPD's handling of the mutual aid situation, but there was dramatic improvement by the end of the week-- largely due to information/assistance we provided them. The major problem with our department's operation was the lack of working radios, and transportation issues. Late Monday a decision was made to move the staging area to the C/P, and at the EOC it was decided that the ACSD personnel would drive to the C/P in their own vehicles. This information was not relayed to the C/P until after the deputies had been notified, which resulted in confusion and delays in getting personnel relieved.

Overall our response to the crisis was very good. We obviously needed more hand-held radios that are compatible with other agencies, but I think this problem will be addressed when we go on line with 800Mhz. We also should provide enough vehicles so that each shift has transportation to and from the scene. This would reduce the number of hours spent in changing shifts, which would keep overtime hours down.



T.P. Ostlund, Captain

REVISED SCHEDULE REVISION DATE 10/22/91 ETS

PROPOSED_SUPERVISOR_STAFFING

1900-0700

0700-1900

Lt. Nelson

Lt. Estes/Lt. Smith

Sgt. Roderick/Sgt. Tellardin
Sgt. Kopenhaver/Sgt. Ratcliffe

Sgt. Moon/Sgt. Nelson
Sgt. Bush/Sgt. Sands

PROPOSED_ADMINISTRATIVE_STAFFING
(0700-1900)

Captain Ostlund (Command Staff)
Lt. Hoig (Logistics)
Lt. Lerche (Open Assignment)
Sgt. Carmine (logistics)
Dep. Decoste (Support)
Dep. Morgado (Support)
B. Mendoes (Support)
G. Pedemonte (Support)
P. Kendle (Support)

PROPOSED_INVESTIGATE_STAFFING

Sgt. Mullen/Sgt. Woodall 1900-0700
Dep. O'Bryant/Dep. Swetnam 1900-0700

Sgt. Brown/Sgt. Reasoner 0700-1900
Dep. Silva/Dep. Lerche 0700-1900

S. Rapozza - Coroners Bureau = TECH 0700-1900

PATROL STAFFING/BEAT ASSIGNMENTS

ALL LISTED BEAT ASSIGNMENTS ARE SUBJECT TO CHANGE/ADJUSTMENT BY THE RESPECTIVE SHIFT SUPERVISORS.

Shift #1_1900 - 1700

Shift #2_0700 - 1900

1L-31	2L-31 Estes
1L-32 Nelson, J.	2L-32 Smith, V.
1S-31 Roderick	2S-31 Moon
1S-32 Tellardin, S.	2S-32 Nelson, A.
1S-34 Kopenhaver	2S-34 Bush
1S-36 Ratcliffe	2S-36 Sands
Desk Officer Neabeack	Desk Officer Ross, J
1A31 McCarthy	2A31 Altman
1A32 Francis	2A32 Blackwell
1A33 Hodges	2A33 Brocchini
1A34 Godlewski	2A34 Bartholomew
1A35 Guenther	2A35 Ballard
1A36, Foster	2A36 Rodrigues
1A37 Gordillo-Hamm	2A37 Gomez
1A38 Christensen	2A38 Navarro
1C40 Gandyey	2C40 Cramer
1C41 Miles	2C41 Murray
1D52 Stravowsky/Rodenberg	2D52 Rapoza/ Powell
1D53 Richardson/Peterson	1D53 Godchaux/Kennedy, P.J.

A.C. TRANSIT DETAIL
Proposed Staffing

<u>0700-1900</u>	1900-0700
1T1 James	2T1 Carter
1T2 Jones, M	2T2 Frish
1T3 Schwarz	2T3 Leroy
1T4 Wingo	2T4 Cumpton
1T5 Ropoza, S	2T5 Griffin
1T6 Windsor	2T6 Watkins
1T7 Brock	

5S22 Sgt. C Farruggia 0600-1800 Hrs

AC TRANSIT BACK-UP STAFFING POOL:

Jones, G

Nagy, E

(To be used on the 1900-0700 shift as back-up only, available for SRU callout)

AC TRANSIT MUTUAL AID ASSIGNED POOL PERSONNEL:

(1900-0700)

~~Mcvey~~

Rodrigues

(0700-1900)

Vaughan

Medeiros

MCVEY

~~AC TRANSIT DETAIL~~
Proposed Staffing

<u>0700-1900</u>	1900-0700
1T1 James	2T1 Carter
1T2 Jones, M	2T2 Frish
1T3 Schwarz	2T3 Leroy
1T4 Wingo	2T4 Cumpston
1T5 Ropozza, S	2T5 Griffin
1T6 Windsor	2T6 Watkins
1T7 Brock	

SS22 Set. C Farruggia 0600-1800 Hrs

AC TRANSIT BACK-UP STAFFING POOL:

Jones, G

Nagy, E

(To be used on the 1900-0700 shift as back-up only, available for SRU callout)

AC TRANSIT MUTUAL AID ASSIGNED POOL PERSONNEL:

(1900-0700)

~~Mayay~~

Rodrigues

(0700-1900)

Vaughan

Medeiros

MCVEY

MUTUAL_AID_SPECIALIZED_PERSONNEL

Below listed personnel are to report to ETS Administrative Lieutenant for assignment:

- 1). Krimm, R Sgt. (SRU) Investigations Back-up 0700-1900 Hrs
- 2). Toussaint, D Sgt. (SRU) Investigations Back-up 0700-1900 Hrs
- 3). Thompson, M Sgt. (SRU) Administrative Back-up 0700-1900 Hrs
- 4). Dutra, J Dep. (SRU) Patrol Back-up 0700-1900 Hrs
- 5). Roumph, TJ Dep. (EOD) Patrol Back-up 0700-1900 Hrs
- 6). Oppendike, G Dep. (EOD) Administrative Back-up 0700-1900 Hrs
- 7). McLeod, T Dep. (SRU) Patrol Back-up 1900-0700 Hrs
- 8). Dutra, D Dep. (SRU) Patrol Back-up 1900-0700 Hrs

MUTUAL_AID_POOL_PERSONNEL (ETS only)

Effective 10/22/91 the pool personnel will report directly to the Command Center located at the Clairmont Middle School at 5750 College Ave. in Oakland. The telephone number is 632-3931, parking is available under the BART tracks. Uniform for assigned personnel is full class "D" with flashlight and baton.

1900-0700 Shift:

Parks
Oliver
Finn
Geiser
Pecoraro
Moses
Streicher
Stefani
Alvey
Lytle
Rodrigues, RD (AC Transit)

0700-1900 Shift:

Kehnedy	Ayala (Sgt)
Ewert	Greene (Sgt)
Crow	Lockhart (Sgt)
Center	
Vaughan (AC Transit)	
Medeiros (AC Transit)	
Gibson, D	
Burnham	
Jackson	
Martins	
Lind	
White	
Dill	
Williams	
McVey (AC Transit)	
Davey	
Lincoln	
Cassidy	

SCHOOL RESOURCE OFFICERS
HEALTH CLINICS
CRIME ANALYSIS
TRAFFIC UNITS
PROPERTY
CRIME PREVENTION

All above listed personnel are assigned to work standard duty hours unless otherwise advised by a supervisor.



Alameda County Sheriff's Department

COURTHOUSE, 1225 FALLON STREET, ROOM 103, OAKLAND, CA 94612-4381

CHARLES C. PLUMMER, SHERIFF

MARSHAL - CORONER - PUBLIC ADMINISTRATOR
DIRECTOR OF EMERGENCY SERVICES

Eden Township Substation
15001 Foothill Boulevard
San Leandro, California 94578
(415) 667-7721

EAST_BAY_FIRESTORM

EDEN_TOWNSHIP_SUBSTATION_24_HOUR_STAFFING_PROFILE

Revision Date 10/23/91

PROPOSED_SUPERVISOR_STAFFING

1900-0700

Lt. Nelson

Sgt. Roderick/Sgt. Tellardin
Sgt. Kopenhaver/Sgt. Ratcliffe

0700-1900

Lt. Estes/Lt. Smith

Sgt. Moon/Sgt. Nelson
Sgt. Bush/Sgt. Sands

PROPOSED_ADMINISTRATIVE_STAFFING (0700-1900)

Captain Ostlund	(Field Commander) — Firestorm
Lt. Hoig	(Logistics) —
Lt. Lerche	(Assigned to OES)
Sgt. Carmine	(logistics)
Dep. Decoste	(Support)
Dep. Morgado	(Support)
B. Mendoes	(Support)
G. Pedemonte	(Support)
P. Kindle	(Support)

PROPOSED_INVESTIGATE_STAFFING

Sgt. Mullen/Sgt. Woodall 1900-0700
Dep. O'Bryant/Dep. Swetnam 1900-0700

Sgt. Brown/Sgt. Reasoner 0700-1900
Dep. Silva/Dep. Lerche 0700-1900

THE BELOW LISTED PERSONNEL/UNITS ARE TO OPERATE NORMAL SCHEDULE UNLESS ADVISED OTHERWISE BY A SUPERVISOR.

SCHOOL RESOURCE OFFICERS

HEALTH CLINICS

PROPERTY SECTION

TRAFFIC UNITS (PATROL)

CRIME PREVENTION

CRIME ANALYSIS

24 HOURST/CBC

MUTUAL_AID_SPECIALIZED_PERSONNEL

Below listed personnel are to report to ETS Administrative Lieutenant for assignment:

- 1). Krimm, R Sgt. (SRU) Investigations Back-up 0700-1900 Hrs
- 2). Toussaint, D Sgt. (SRU) Investigations Back-up 0700-1900 Hrs
- 3). Thompson, M Sgt. (SRU) Administrative Back-up 0700-1900 Hrs
- 4). Dutra, J Dep. (SRU) Patrol Back-up 0700-1900 Hrs
- 5). Roumph, TJ Dep. (EOD) Patrol Back-up 0700-1900 Hrs
- 6). Oppendike, G Dep. (EOD) Administrative Back-up 0700-1900 Hrs
- 7). McLeod, T Dep. (SRU) Patrol Back-up 1900-0700 Hrs
- 8). Dutra, D Dep. (SRU) Patrol Back-up 1900-0700 Hrs

MUTUAL_AID_POOL_PERSONNEL

Effective 10/22/91 the pool personnel will report directly to the Command Center located at the Clairmont Middle School at 5750 College Ave. in Oakland. The telephone number is 632-3931, parking is available under the BART tracks. Uniform for assigned personnel is full class "D" with flashlight and baton.

1900-0700 Shift:

Parks
Oliver
Finn
Geiser
Pecoraro
Moses
Streicher
Stefani
Alvey
Lytle
Rodrigues, RD (AC Transit)

0700-1900 Shift:

Kennedy	Ayala (Sgt)
Ewert	Greene (Sgt)
Crow	Lockhart (Sgt)
Center	
Vaughan (AC Transit)	
Medeiros (AC Transit)	
Gibson, D	
Burnham	
Jackson	
Martins	
Lind	
White	
Dill	
Williams	
McVey (AC Transit)	
Davey	
Lincoln	
Cassidy	
Gross	

PATROL_STAFFING/BEAT_ASSIGNMENTS

ALL LISTED BEAT ASSIGNMENTS ARE SUBJECT TO CHANGE/ADJUSTMENT BY THE RESPECTIVE SHIFT SUPERVISORS.

Shift # 1 1900 Hrs to 0700 Hrs

1L31 -----

1L32 Nelson

1S31 Roderick

1S32 Tellardin

1S34 Koppenhaver

1S36 Ratcliffe

Desk Officer Neabeack

1A31 McCarthy

1A32 Francis

1A33 Hodges

1A34 Godlewski

1A35 Guenther

1A36 Foster

1A37 Gordillo-Hamm

1A38 Christensen

1C40 Gandsey

1C41 Miles

1D52 Stravowsky/Rodenberg

1D53 Richardson/Peterson

Shift # 2 0700 to 1900 Hrs

2L31 Estes

2132 Smith

2S31 Moon

2S32 Nelson, AJ

2S34 Bush

2S36 Sands

Desk Officer Ross

2A31 Altman

2A32 Blackwell

2A33 Brocchini

2A34 Bartholomew

2A35 Ballard

2A36 Rodrigues

2A37 Gomez

2A38 Navarro

2C40 Cramer

2C41 Murray

2D52 Rapoza/Powell

2D53 Godchaux/Kennedy, PJ

A.C. TRANSIT DETAIL
Proposed Staffing

<u>0700-1900</u>	1900-0700
1T1 James	2T1 Carter
1T2 Jones, M	2T2 Frish
1T3 Schwarz	2T3 Leroy
1T4 Wingo	2T4 Cumpton
1T5 Ropoza, S	2T5 Griffin
1T6 Windsor	2T6 Watkins
1T7 Brock	

5S22 Sgt. C Farruggia 0600-1800 Hrs

AC TRANSIT BACK-UP STAFFING POOL:

Jones, G

Nagy, E

(To be used on the 1900-0700 shift as back-up only, available for SRU callout)

AC TRANSIT MUTUAL AID ASSIGNED POOL PERSONNEL:

(1900-0700)

Mcvey

Rodrigues

(0700-1900)

Vaughan

Medeiros

TRANSIT DETAIL
Proposed Staffing

00-0700

J. Carter

J. Frish

K. Leroy

L. Cumption

M. Griffin

N. Watkins

00 Hrs

L:

Shift as back-up only, available for SRU

POOL PERSONNEL:

REPORTING TO ANIMAL CONTROL 0630 HRS
TO CONVENTION CENTER 0700 HOURS

10/21/91

SGT. TURINSKY - LIAISON *WHO TO CANCEL*

1. SGT. JAMES AYALA SS
2. SGT. CHARLES GREENESS
3. SGT. BRAD LOCKHART MT
4. DEP. ROBERT VAUGHAN SM driver
5. DEP. JIM MARTENS SM
6. DEP. ROBERT BURNHAM MT driver
7. DEP. ROCKY MEDEIROS MT driver
8. DEP. DOUGLAS GIBSON SM driver
9. DEP. MATTHEW BECKER
10. DEP. RICH SLOFKOSKY
11. SGT. NORM PALMER
12. SGT. DALE MURRIN
13. DEP. J.B. WRIGHT TRANS VAN DRIVER
14. DEP. DAVID MC KENZIE
15. DEP. CLARENE GLIEDEN
16. DEP. DEBRA COLADONATO
17. DEP. DWAIN MONTES
18. DEP. DANIEL MC CANN
19. DEP. PHILLIP WEINSTEIN
20. DEP. CATHY CASE
21. DEP. WILLIAM BORLAND SRS MINI VAN
22. DEP. JEFFERY TAYLOR SRS MINI VAN
23. DEP. DAVID MOFFITT
24. DEP. DANIEL HEMENWAY SRS MINI VAN
25. DEP. GREGORY JOHNSON
26. DEP. LARRY CALDWELL TRANS VAN
27. DEP. JOAN JOHNSON
28. DEP. JEFF HUDSON TRANS MINI VAN
29. DEP. JOHN MC COY
30. DEP. DAN MC CLELLAND
31. DEP. TIM WHITE SM
32. DEP. JEFF LIND MT
33. SGT. WILLIAM GONZALES
34. DEP. CHARLES COLSTON
35. DEP. DALE RUIZ
36. DEP. RANDOLPH GLEN
37. DEP. MIKE FIEDOR
38. DEP. GREGORY JASTER
39. DEP. STEVEN LEWIS
40. DEP. DONALD BUCHANAN

WILLIAM LINDSAY - REPORTING TO TRANS REPLACING CALDWELL FROM
TRANSP

FAX NO. 287-6411

REPORTING TO CONVENTION CENTER 10-21-91 - 1830 - 0700

SGT. SWETNAM - LIAISON

1. SGT. DELLANEO COLEMAN
2. SGT. GEORGE LITTLE
3. DEP. SANDRA HARRIS
4. DEP. WILLIAM AMBROSE
5. DEP. LARRY BROWN
6. DEP. ELLIS CRAFT
7. DEP. JAMES LINN
8. DEP. LISA SHEPARD
9. DEP. EDWIN SUCHMAN
10. DEP. MICHAEL ALLEN
11. DEP. SCOTT COLAGROSSI TRANS VAN DRIVER
12. DEP. WALT FINN
13. DEP. MICHAEL GEISER
14. DEP. WILLIAM RHOADES
15. DEP. LEORA MOSES
16. DEP. MICHAEL PECORARO
17. DEP. RENEE STRIKER
18. DEP. MATTHEW SELICH
19. DEP. DENNIS PARKS
20. DEP. GENE OLIVER
21. DEP. BEN TOLERO
22. DEP. STEVEN PAPE
23. DEP. SUE CHAVEZ
24. DEP. DAVID DICKSON
25. DEP. WILLIAM CROGHAN
26. DEP. ROBERT MCELROY
27. DEP. LISIANNE DUPUIS
28. DEP. VICKI DELA CRUZ
29. DEP. RONALDO EIJANSANTOS
30. DEP. MANUEL MARTINEZ MAY BE LATE
31. DEP. LYNN CROAN
32. DEP. JOE TOLERO
33. DEP. VERONICA HOLLOWAY
34. DEP. KEITH ENGLISH
35. DEP. SCOTT STEFANI
36. DEP. DAVID ALVEY
37. DEP. GEORGE LYITLE

FAX NO. 287-6411

REPORTING TO CLAREMONT MIDDLE SCHOOL, 5750 COLLEGE AVE., OAKLAND
(PARK UNDER BART TRACKS) ON 10-22-91 FOR DURATION - 1830 - 0700

SGT. SWETNAM - LIAISON

- | | |
|------------------------------|------------------|
| 1. DEP. RICKY SCHREIBER | TRANS VAN DRIVER |
| 2. DEP. JACOB MALONE | |
| 3. DEP. EDWARD FANTOZZI | |
| 4. DEP. JOHN DIMSDALE | |
| 5. DEP. LARRY POLLACK | |
| 6. DEP. JOHN HUEY | |
| 7. DEP. KAREN ANTHONY | |
| 8. DEP. SUSAN DILL | |
| 9. DEP. ROBERT PRESTON | |
| 10. DEP. MICHAEL ALLEN | |
| 11. DEP. SCOTT COLAGROSSI | |
| 12. DEP. WALT FINN | |
| 13. DEP. MICHAEL GEISER | |
| 14. DEP. WILLIAM RHOADES | |
| 15. DEP. LEORA MOSES | |
| 16. DEP. MICHAEL PECORARO | |
| 17. DEP. RENEE STRIKER | |
| 18. DEP. ROGER MCCOY | |
| 19. DEP. DENNIS PARKS | |
| 20. DEP. GENE OLIVER | |
| 21. DEP. BEN TOLERO | |
| 22. DEP. STEVEN PAPE | |
| 23. DEP. SUE CHAVEZ | |
| 24. DEP. DAVID DICKSON | |
| 25. DEP. WILLIAM CROGHAN | |
| 26. DEP. ROBERT MCELROY | |
| 27. DEP. LISIANNE DUPUIS | |
| 28. DEP. VICKI DELA CRUZ | |
| 29. DEP. RONALDO EIJANSANTOS | |
| 30. DEP. MANUEL MARTINEZ | |
| 31. DEP. LYNN CROAN | |
| 32. DEP. JOE TOLERO | |
| 33. DEP. VERONICA HOLLOWAY | |
| 34. DEP. DENNIS ARMSTRONG | |
| 35. DEP. SCOTT STEFANI | |
| 36. DEP. DAVID ALVEY | |
| 37. DEP. GEORGE LYTHE | |

FAX NO. 287-6411

REPORTING TO CLAREMONT MIDDLE SCHOOL, 5750 COLLEGE AVE., OAKLAND
(PARK UNDER BART TRACKS) ON 10-22-91 FOR DURATION 0630 TO 1900

SGT. TURINSKY - LIAISON

1. SGT. JAMES AYALA
2. SGT. JAMES GREENE
3. SGT. BRAD LOCKHART
4. SGT. NORM PALMER
5. SGT. DALE MURRIN
6. SGT. WILLIAM GONZALES
7. DEP. JAMES MARTENS
8. DEP. DOUGLAS GIBSON
9. DEP. GREG DUTRA
10. DEP. RICHARD SLOFKOSKY
11. DEP. JIM WRIGHT TRANS VAN DRIVER
12. DEP. DAVID MCKENZIE
13. DEP. DANNY DILL
14. DEP. DEBRA COLADONADO
15. DEP. THOMAS MCKEEGAN
16. DEP. CLAUDETTE CENTER
17. DEP. NICHOLAS LOBATO
18. DEP. DANIEL CASTRO
19. DEP. DONALD EWERT
20. DEP. BRUCE MCVEY
21. DEP. ELIZABETH WILLIAMS
22. DEP. RONALD JACKSON
23. DEP. GREGORY JOHNSON
24. DEP. PATRICIA CONFER TRANS VAN DRIVER
25. DEP. JOAN JOHNSON
26. DEP. JEFF HUDSON
27. DEP. JOHN MCCOY
28. DEP. DAN MCCLELLAND
29. DEP. TIM WHITE
30. DEP. JEFFERY LIND
31. DEP. ROBERT VAUGHAN
32. DEP. CHARLES COLSTON
33. DEP. DALE RUIZ
34. DEP. WILLIAM BOOTH
35. DEP. MIKE FIEDOR
36. DEP. GREGORY JASTER
37. DEP. DENNIS KENNEDY
38. DEP. LISBETH CROW
39. DEP. ROCKY MEDEIROS
40. DEP. ROBERT BURNHAM

EFFECTIVE 10-24-91 FOR DURATION

FAX NO. 287-6411

REPORTING TO CLAREMONT MIDDLE SCHOOL, 5750 COLLEGE AVE., OAKLAND
(PARK UNDER BART TRACKS) FOR DURATION - 1830 - 0700

SGT. SWETNAM - LIAISON

- | | |
|------------------------------|------------------|
| 1. DEP. RICKY SCHREIBER | |
| 2. DEP. HARRY WYNN | |
| 3. DEP. EDWARD FANTOZZI | |
| 4. DEP. JOHN DIMSDALE | |
| 5. DEP. LARRY POLLACK | |
| 6. DEP. JOHN HUEY | |
| 7. DEP. TOM MCLEOD | |
| 8. DEP. SUSAN DILL | |
| 9. DEP. ROBERT PRESTON | |
| 10. DEP. MICHAEL ALLEN | |
| 11. DEP. SCOTT COLAGROSSI | TRANS VAN DRIVER |
| 12. DEP. TOM GANDSEY | |
| 13. DEP. CARL RODENBURG | |
| 14. DEP. ERNEST NAGY | |
| 15. DEP. LEORA MOSES | |
| 16. DEP. MICHAEL PECORARO | |
| 17. DEP. RALPH STREICHER | |
| 18. DEP. ROGER MCCOY | |
| 19. DEP. DENNIS PARKS | |
| 20. DEP. GENE OLIVER | |
| 21. DEP. BEN TOLERO | |
| 22. DEP. STEVEN PAPE | |
| 23. DEP. GARY JONES | |
| 24. DEP. DAVID DICKSON | |
| 25. DEP. WILLIAM CROGHAN | |
| 26. DEP. ROBERT MCELROY | |
| 27. DEP. LISIANNE DUPUIS | |
| 28. DEP. VICKI DELA CRUZ | |
| 29. DEP. RONALDO EIJANSANTOS | |
| 30. DEP. MANUEL MARTINEZ | |
| 31. DEP. LYNN CROAN | |
| 32. DEP. JOE TOLERO | |
| 33. DEP. DEBRA DUTRA | |
| 34. DEP. DENNIS ARMSTRONG | |
| 35. DEP. SCOTT STEFANI | |
| 36. DEP. WILLIAM HAMM | |
| 37. DEP. GEORGE LYTLE | |
| 38. DEP. JAMES DELRIO | |
| 39. DEP. CAMERON HILLYER | |
| 40. SGT. RICH KRIMM | |
| 41. SGT. KEVIN HART | |

EFFECTIVE 10-24-91 FOR DURATION

FAX NO. 287-6411

REPORTING TO CLAREMONT MIDDLE SCHOOL, 5750 COLLEGE AVE., OAKLAND
(PARK UNDER BART TRACKS) FOR DURATION 0630 TO 1900

SGT. TURINSKY - LIAISON

1. SGT. JAMES AYALA
2. SGT. JAMES GREENE
3. SGT. BRAD LOCKHART
4. SGT. MARC THOMPSON
5. SGT. DALE TOUSSAINT
6. SGT. ZONDRA KILPATRICK
7. DEP. JAMES MARTENS
8. DEP. DOUGLAS GIBSON
9. DEP. GREG DUTRA
10. DEP. JOE DUTRA
11. DEP. JIM WRIGHT TRANS VAN DRIVER
12. DEP. DAVID MCKENZIE
13. DEP. DANNY DILL
14. DEP. MARK WHITEHOUSE
15. DEP. MIKE RORES
16. DEP. DWAYNE MONTES
17. DEP. NICHOLAS LOBATO
18. DEP. DANIEL CASTRO
19. DEP. DONALD EWERT
20. DEP. BRUCE MCVEY
21. DEP. ELIZABETH WILLIAMS
22. DEP. RONALD JACKSON
23. DEP. ERIC DURAN
24. DEP. PATRICIA CONFER TRANS VAN DRIVER
25. DEP. JOAN JOHNSON
26. DEP. GARY OPPENDIKE
27. DEP. TOM WILSON
28. DEP. DAVID BARKER
29. DEP. GLENN SALMON
30. DEP. JEFFERY LIND
31. DEP. ROBERT VAUGHAN
32. DEP. JIM DONNELLY
33. DEP. JEFF REED
34. DEP. WILLIAM BOOTH
35. DEP. MIKE FIEDOR
36. DEP. DAMON HARRIS
37. DEP. WILLIAM ADAMS
38. DEP. LISBETH CROW
39. DEP. ROCKY MEDEIROS
40. DEP. ROBERT BURNHAM

OAKLAND FIRESTORM

O.P.D. LIAISON/COMMAND POST LOG

SUNDAY, OCTOBER 20, 1991

- 1620 hrs. Captain Ostlund at ETS. Inventory of vehicles and equipment in preparation for possible mutual aid.
- 1700 hrs. At EOC. Briefing.
- 1738 hrs. Lt. Hoig at EOC- will start preparing ETS schedule. He will also place Reserves in EOC lot for security.
- 1750 hrs. Dep. Kindle- at 18th and Wood. Too many volunteers, asks that we not refer any more. PIO to notify dispatch and media.
- 1755 hrs. Per Undersheriff, mutual aid requested by OPD. Captain Ostlund to go to OPD to serve as liaison.
- 1815 hrs. Arrived at OPD.
- 1825 hrs. Met with Chief Hart, Deputy Chief Donahue re: needs. They want officers for access control, traffic control, perimeter security, and search. Initial estimates of manpower 100 to 200. Following discussion request made for 60 officers at 2400 hours to meet at Henry J. Kaiser Convention Center. Also advised by Chief Hart that 50 Marines were available- decision made to not use them at this time. OPD also will want K-9 and helicopters at a later time.
- 1915 hrs. Undersheriff advised of above. Also informed that OPD needs hand held radios.
- 1925 hrs. Undersheriff advised that new assembly point is being found.
- 1945 hrs. Undersheriff. Still no new location for assembly point. OPD is interested in using the Posse tomorrow morning, more to come. Per U/S Debra Campbell from Oakland Mayor's office is calling the Coroner's bureau re: dead firefighter and police officer (840-6716). Chief Hart informed, he is trying to contact the Mayor's Office.
- 2013 hrs. New assembly point is Oakland Convention Center, 11th and Clay. Telephone 839-7505. OPD will have someone there prior to midnight muster.

OAKLAND FIRESTORM
O.P.D. LIAISON/COMMAND POST LOG

Page 2

SUNDAY, OCTOBER 20, 1991- CONTINUED

- 2015 hrs. OPD briefing. More areas to evacuate, running out of officers. Mutual aid people needed ASAP. OPD considering search aspects for tomorrow- initial plan is to use homicide investigator and county arson investigators: approximately 45 people. Oakland city EOC is at engine company 1, OFD. Current OPD C/P is at Claremont Middle school. OPD also wants 40 addition mutual aid officers at 0700 hrs- possibly for search, also want Posse at same time. Lt. Matthews from OPD will be setting up positions for tonight- 2400 hrs.
- 2115 hrs. U/S informed of additional 40 officers and Posse. Per U/S we need a definite time and location before the Posse is dispatched. Also he suggested use of Air Squadron for video work in AM. 60 state radios enroute.
- 2130 hrs. Dep Chief Donahue. Would like to use Air Squadron, if possible. Hold on Posse until area checked in AM.
- 2150 hrs. OPD briefing. Mutual aid will be used for fixed traffic/perimeter posts. They will be briefed on access, media, and dealing with residents by OPD. Staffing requirements increased from 40 to 100 at 0700 (60 already on site at 2400 hrs).
- 2220 hrs. U/S advised of request for additional officers.
- 2240 hrs. Per OPD, may only want 40 at 0700 hrs. Will discuss with Dep Chief Donahue.
- 2250 hrs. Sgt. Tarnow. Informed may not need 100, only 40. Will advise further.
- 2315 hrs. Sgt. Lerche. Only need 40 officers at 0700 hrs, Oakland Convention Center.
- 2350 hrs. Lt. Ehle, OPD. At convention center, only SLPD there now- awaiting the rest.
- 2355 hrs. Sgt. Lerche. NCJ sending sergeant to convention center to greet officers.

MONDAY, OCTOBER 21, 1991

- 2400 hrs. A/Captain Eilers, Sergeant Swetnam on duty at convention center.
- 0010 hrs. A/Capt. Eilers at convention center for briefing of 60 mutual aid officers. Officers include: 7- Alameda PD, 6-Fremont PD, 12-Hayward PD, 12-Livermore PD, 3-Newark PD, 4-Pleasanton PD, 8-San Leandro PD, 8-Union City PD. Sgt. Swetnam mutual aid coordinator/aid to Capt.

OAKLAND FIRESTORM
O.P.D. LIAISON/COMMAND POST LOG

Page 3

MONDAY, OCTOBER 21, 1991- CONTINUED

- 0040 hrs. Sgt. Lerche. ACSD will provide 40 deputies at 0700 hrs. Lt. Ehle advised, also told that there would be 4 to a car and at least 2 vans.
- 0230 hrs. State radios delivered to OPD by Sgt. Driscoll.
- 0250 hrs. OPD C/P at 5750 College- visited by A/Capt. Eilers and Sgt. Swetnam.
- 0315 hrs. Sgt. Lerche advised that Air Squadron will make fly over in AM and that we need a camera operator. Operator will meet plane at 0630 hrs, hayward airport. Video tape will be delivered to EOC about 0800-0830 hrs., copy to OPD.
- 0505 hrs. List of officers for 0700 hours confirmed with Sgt. Lerche at EOC.
- 0515 hrs. FAX list of personnel received by A/Captain Eilers.
- 0540 hrs. San Leandro PD wants to relieve their officers at 0700 hours- they will muster with ACSD personnel.
- 0550 hrs. Briefing with Lieutenants Ehle and Kearns from OPD.
- 0730 hrs. Captain Ostlund on-duty. Briefing at EOC.
- 0900 hrs. Captains Thuman, Ostlund, A/Captain Eilers, and Sergeant Turinsky briefing at OPD Command Post.
- 0915 hrs. Advised EOC that OPD requests another 60 mutual aid officers starting at 1200 hours, for a 12 hour shift.
- 0930 hrs. A/Captain Eilers off-duty.
- 1000 hrs. Captain Ostlund and Sergeant Turinsky to Convention Center to prepare for mutual aid officers arriving at 1200 hours.
- 1055 hrs. Advised EOC that OPD need 100 officers at midnight, and that they want to keep the 40 that arrived at 0700 until midnight. Staffing expected to be 100 per 12 our shift.
- 1200 hrs. Brief mutual aid officers.
- 1330 hrs. Meeting with OPD officials at OPD.

OAKLAND FIRESTORM
O.P.D. LIAISON/COMMAND POST LOG

Page 4

MONDAY, OCTOBER 21, 1991- CONTINUED

- 1640 hrs. Per Undersheriff, cancel night shift liaison at OPD building, maintain liaison at OPD Command Post.
- 1750 hrs. Advised EOC that new staging area will be OPD Command Post on College Ave.
- 1900 hrs. Met ACSD Deputies at Convention Center, briefed personnel and directed them to the OPD Command Post.
- 1900 hrs. Captain Eilers and Sergeant Turinsky arrive at OPD C/P.
- 2200 hrs. Captain Ostlund and Sergeant Turinsky off duty, transporting personnel back to EOC.
- 2230 hrs. Captain Thuman off-duty.

TUESDAY, OCTOBER 22, 1991

- 0001 hrs. Briefing mutual aid officers.
- 0630 hrs. EOC advised that manpower needs might be cut- should know after meeting with OPD at 0700 hours.
- 0700 hrs. Captain Thuman, Sergeant Turinsky on-duty at OPD C/P.
- 0730 hrs. Captain Ostlund on-duty, briefing at EOC.
- 0815 hrs. Captain Ostlund to OPD building, meeting with Deputy Chief.
- 1110 hrs. Captain Ostlund meet with Deputy Chief Donahue- still planning to reduce mutual aid personnel ASAP.
- 1200 hrs. Briefed on-coming mutual aid officers.
- 1300 hrs. Per Commander Ryan, Captain Thuman to be reassigned to search C/P. Captain Ostlund and A/Captain Eilers will remain assigned to OPD C/P.

OAKLAND FIRESTORM
O.P.D. LIAISON/COMMAND POST LOG

Page 5

1510 hrs. Captain Ostlund meeting with OPD, OFD, and Public Works. Area still not able to be opened to public, maybe tomorrow. When public announcement made please coordinate through OFD/city PIO. Possibly will open some areas after 0800 hours tomorrow.

TUESDAY, OCTOBER 22, 1991- CONTINUED

1610 hrs. EOC advised of results of above meeting. OPD wants only 60 officers at noon tomorrow.

1850 hrs. OPD unable to confirm where mutual aid officers are currently stationed- will delay shift exchange at 1900 hours.

1900 hrs. Captain Eilers and Sergeant Swetnam on-duty.

2100 hrs. Mutual aid officers from ACSD finally enroute to posts.

2130 hrs. Captain Ostlund and Sergeant Turinsky off-duty.

WEDNESDAY, OCTOBER 23, 1991

0001 hrs. Brief mutual aid officers.

0235 hrs. Sergeant Swetnam advised EOC of problems with OPD relocating mutual aid officers without notification being made to OPD C/P. OPD will correct.

0700 hrs. Sergeant Turinsky on-duty at OPD C/P, A/Capt Eilers and Sergeant Swetnam off duty.

0700 hrs. Briefed on-coming ACSD Deputies.

0730 hrs. Captain Ostlund on-duty, briefing at OPD.

0750 hrs. Advised EOC that 60 mutual aid officers needed for thursday.

1200 hrs. Briefed on-coming mutual aid officers.

OAKLAND FIRESTORM
O.P.D. LIAISON/COMMAND POST LOG

Page 6

WEDNESDAY, OCTOBER 23, 1991- CONTINUED

- 1900 hrs. Sergeant Swetnam on-duty.
1900 hrs. Brief on-coming mutual aid personnel
1930 hrs. Captain Ostlund and Sergeant Turinsky off duty.

THURSDAY, OCTOBER 24, 1991

- 0001 hrs. Brief on-coming mutual aid personnel
0227 hrs. FAXed EOC list of mutual aid officers and their assignments.
0700 hrs. Captain Ostlund and Sergeant Turinsky on-duty, Sergeant Swetnam off-duty.
0700 hrs. Briefed on-coming mutual aid officers.
1230 hrs. Meeting with OPD. Mutual aid to be canceled at 2400 hours tonight.
1245 hrs. EOC advised -- mutual aid to end.
1505 hrs. OPD C/P will be moved for the remainder of the day. Will advise new location when known.
1715 hrs. Advised EOC that OPD C/P will be in the parking lot of the Lake Temescal Sports grounds.
1900 hrs. All ACSD mutual aid personnel off-duty. Other agencies will remain until 2400 hours.

FRIDAY, OCTOBER 25, 1991

- 0700 hrs. Captain Ostlund to EOC to serve as EOC commander.
1000 hrs. Met with personnel from Santa Clara County S/O- arranged escort to fire scene.
1700 hrs. Captain Ostlund off-duty. Deputy Quinn and OES Coordinator Nguu Tran to staff EOC this weekend.



Alameda County Sheriff's Department

COURTHOUSE, 1225 FALLON STREET, ROOM 103, OAKLAND, CA 94612-4381

CHARLES C. PLUMMER, SHERIFF
MARSHAL - CORONER - PUBLIC ADMINISTRATOR
DIRECTOR OF EMERGENCY SERVICES

Eden Township Substation
15001 Foothill Boulevard
San Leandro, California 94578
(415) 667-7721

EASTBAY FIRESTORM STANDDOWN SCHEDULE

Effective 0001 hours on 10/25/91, ETS will be returning to a normal staffing profile. For the changeover period the following schedule will be in effect. Personnel scheduled days off are in effect unless advised otherwise by a supervisor. UNLESS OTHERWISE ADVISED, ALL PERSONNEL WILL WORK NORMAL SHIFTS AND HOURS.

Reporting at 1900 hours on 10/24/91:

Nelson, T
Ratcliffe
Koppenhaver

McCarthy	1900-0700
Francis	1900-0300
Hodges	1900-0700
Godlewski	1900-0300
Guenther	1900-0700
Foster	1900-0300
Gordillo	1900-0300
Hamm	1500-2300
Christensen	1900-0700
Gandsey	1900-0300
Alvey	1900-0300
Rodenburg	1900-0300

The above 10-10 times can be adjusted by the 2200-0600 shift supervisors depending on staffing needs.

Reporting on 10/24/91 at normal assigned times for 2200-0600 shift (2200 or 2300 depending on assigned beat) and will work a standard shift::

Tellardin
Lockhart

Lytle
Stefani
Moses (2200 Hrs)
Dutra, D
Peterson
Stavrowsky
Gross



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

SHERIFF'S DEPARTMENT AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Tuesday, December 3rd. If you should have any questions, call O.E.S. at 667-7740. Thank you.

Department: Sheriff's Dept Section/Unit: C.C.R.

Contact Person: L. HAGAN Telephone # 55820

My Section/Unit was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by your Section/Unit between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

Please check the boxes that apply to the Department's Response

Staff at the Emergency Operations Center

Staff at field incidents

Department-level Emergency Management

24-hour operations

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's response activities.

2

CONTINUITY OF GOVERNMENT SERVICE

What percentage of normal Department service was performed by the Section/Unit for the first week after the firestorm?

	SUN								SAT	SUN
		ex	10/20	10/21	10/22	10/23	10/24	10/25		
100%										
75%										
50%										
25%										
0%										

Please color in a 'guess-timate' of the level of non-disaster activity

3

EMERGENCY RECOVERY

What recovery activities were accomplished by the Section/Unit since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the Department's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services and recovery.

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5 ADDITIONAL DOCUMENTATION

Provide the documentation (Departmental disaster reports, emergency logs, maps, photos, chronologies, etc.) that you believe should be included in the after-action report. Attach it to this questionnaire.



OCTOBER 1991

EAST BAY FIRESTORM

ALAMEDA COUNTY OFFICE OF EMERGENCY SERVICES

SHERIFF'S DEPARTMENT AFTER-ACTION REPORT QUESTIONNAIRE

Please provide the information requested below in as much detail as is possible at this time and return this questionnaire to the Office of Emergency Services at QIC Code 40301 by Tuesday, December 3rd. If you should have any questions, call O.E.S. at 657-7740. Thank you.

Department: Sheriff's Dept Section/Unit: Field Services

Contact Person: G.TARNOW, Sgt Telephone # 667-7750

My Section/Unit was not involved in the Firestorm Disaster

1

EMERGENCY RESPONSE

What response activities were accomplished by your Section/Unit between the time of the firestorm (Sunday, October 20th, 11:15 a.m.) and the beginning of the next business week (Monday, October 28th, at 8:00 a.m.)?

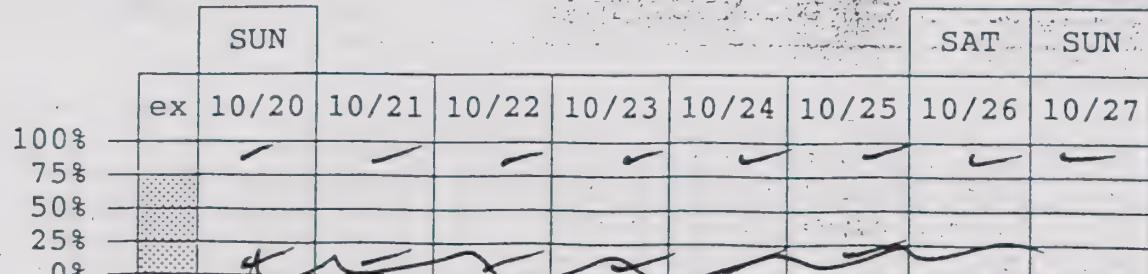
Please check the boxes that apply to the Department's Response

- Staff at the Emergency Operations Center
- Staff at field incidents
- Department-level Emergency Management
- 24-hour operations
- Other STAFFED OAKLAND FIRE COMMAND POST
- Other Conducted Search & Recovery
RESPONDED TO FIRE

On an attached sheet, provide a detailed narrative of the Section/Unit's response activities.

2 CONTINUITY OF GOVERNMENT SERVICE

What percentage of normal Department service was performed by the Section/Unit for the first week after the firestorm?



3

EMERGENCY RECOVERY

What recovery activities were accomplished by the Section/Unit since the October 20th Firestorm?

Please check the boxes that apply to the Department's Recovery

<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Costs accounting/documentation

Staff relocations

Liaison with disaster assistance agencies

Other _____

Other _____

On an attached sheet, provide a detailed narrative of the Section/Unit's recovery activities.

4

PROBLEM AREAS AND RECOMMENDATIONS

In a critique of the Department's overall performance during and immediately following the October 20th firestorm, what areas should be reviewed and modified? What recommendations should be made?

Please check the boxes that may apply in a critique of the County's response, continuity of government services, and recovery.

<input type="checkbox"/>
<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>

Emergency communications systems

Resources available

Facilities and equipment

Inter- and intra-Departmental coordination

Other *for Search & Rescue see Attachment C*

Other *for Law enforcement / fire mutual aid
See page 2-4 & 5.*

On an attached sheet, provide a detailed narrative of the criticisms and recommendations.

5

ADDITIONAL DOCUMENTATION

Provide the documentation (Departmental disaster reports, emergency logs, maps, photos, chronologies, etc.) that you believe should be included in the after-action report. Attach it to this questionnaire.

ALAMEDA COUNTY SHERIFF'S DEPARTMENT

OAKLAND FIRESTORM

SEARCH AND RECOVERY AFTER ACTION REPORT

Submitted by Sergeant George Tarnow

On Sunday, October 20, 1991, one of the most devastating fires in the State's history burned through the East Bay Hills. The fire's origin remains under investigation. Over 3,000 homes and apartments in the highland area of Oakland, Berkeley and Piedmont were destroyed and approximately 25 people were killed. The fire encompassed an area of approximately 1,800 acres and the related costs are estimated to be \$1.5 to \$2 billion.

In anticipating a search and recovery assist to the City of Oakland for human remains, a pre-planning meeting was held on Monday evening, October 21, with members of the Bay Area Search and Rescue Council (BASARC). This overhead team was tasked with devising a basic plan, including goals and objectives to prepare in case our services were needed.

On Tuesday, October 22, at approximately 0730 hours, a briefing was held with the following people:

Commanders Ryan and Cain
Captains Thuman and Watson
Lt. Wilkinson
Sgt. Tarnow
Dep. Kindle

During this briefing, Sgt. Tarnow and Dep. Kindle explained the proposed search and recovery plan so the plan can be presented to Oakland Police offering our assistance. Following this briefing, the plan was presented to Sheriff Plummer and Undersheriff Garrigan. At 0900 hours Sheriff Plummer and Undersheriff Garrigan met with Oakland's Mayor, City Manager and the Chief of Police. During this meeting, the search and recovery plan was discussed.

At 1030 hours, Commander Ryan informed Sgt. Tarnow and Dep. Kindle that Oakland Police requested our assistance in regard to the search and recovery operation. We were instructed to make immediate preparations to commence the search on Wednesday morning, October 23, at 0800 hours.

Sgt. Tarnow and Capt. Thuman (Incident Commander) met and traveled to the burn area to search for a command post. Though East Bay Regional Parks, we were able to secure the north parking lot at Lake Temescal.

Approximately 1300 hours, overhead personnel from Bay Area search and rescue organizations met at the Field Services Office to implement the search and recovery plan. During the course of this meeting, we established an Incident Command System and the following organizational functions were implemented: Command, Operations, Planning, Logistics, Finance, Resources, Facilities, and Documentation. State OES Law Enforcement Division was notified that a search and recovery mission

would be taking place in the devastated area of the Oakland Hill.

At 1800 hours we set up the staging/command post area and were prepared to receive resources. Starting at 1830 hours, and continuing throughout the night, we received the following resources for the staging/command post area:

California State OES Command Motorhome
California State OES Command Trailer
California State Microwave Telephone System
Sonoma County Search and Rescue Command Trailer
Contra Costa County Search and Rescue Command Motorhome
Alameda County Rescue Unit 2 with generator to supply command post with electricity.
Alameda County Search and Rescue lighting trailers
Alameda County Rescue Unit 4 for lighting
Portable toilets
3 large tents with generators for lighting capabilities from the National Guard
2.5 ton National Guard personnel carrier

On Wednesday, October 23, through State OES Law Enforcement, NASA-AMES Research Center, Moffet Field, Sunnyvale, California, provided a C-130 plane to provide infrared photographs of the burn area. The California Air National Guard, March Air Force Base, Riverside, California, provided two F-4 aerial reconnaissance jets for black and white photographs of the burn area.

Listed below is a summary of agencies manpower and hours committed to the search and recovery mission.

Tuesday, October 22, 1991, Summary of Planning Staff:

<u>Agency</u>	<u>Staff</u>	<u>Hours</u>
Alameda County	17 Volunteer 5 Paid 22 Total	139 38 177 Total
Cal E-Sar	1	11
CoCoCo	1	3
EBRPD	1	5
Santa Clara	1	3.5
Sonoma	1	3.5
State OES	4	20
Total	31	223

Wednesday October 23, 1991, Summary of manpower and hours used:

<u>Agency</u>	<u>Staff</u>	<u>Hours</u>
Alameda County	13 Volunteer 10 Paid 23 Total	200 106 306 Total
BAMRU	9	113.25
Cal E-Sar	19	214.25
CoCoCo	13	145
EBRPD	15	160
Santa Clara	44	494
Santa Cruz	19	210.5
Sonoma	17	196.75
CARDA	14 and 9 dogs	175.75
WOOF	5 and 5 dogs	45
Fire Service	22	154
State OES	3	20.5
Support/Misc	13	40.25
San Mateo	24	264
Total	240	2539.25

Thursday October 24, 1991, Summary of manpower and hours used:

<u>Agency</u>	<u>Staff</u>	<u>Hours</u>
Alameda County	22 Volunteer 10 Paid 32 Total	267.5 91.25 358.75 Total
BAMRU	14	138.25
Cal E-Sar	9	91.25
CoCoCo	6	50.25
EBRPD	11	122
Santa Clara	32	307.75
Santa Cruz	14	114
Sonoma	14	139.5
CARDA	19 and 9 dogs	191.75
WOOF	5 and 5 dogs	50.5
Fire Service	22	198
State OES	3	25
Support/Misc	6	35.5
San Mateo	22	251.5
Total	209	2101

Friday October 25, 1991, Summary of manpower and hours used:

<u>Agency</u>	<u>Staff</u>	<u>Hours</u>
Alameda County	12 Volunteer 12 Paid 24	126.25 121.5 247.75
BAMRU	7	61.75
Cal E-Sar	9	90.75
CoCoCo	4	30.5
EBRPD	3	33
El Dorado	19	134.75
Marin	12	93
Santa Clara	17	154
Sonoma	11	66.5
Placer	22	196.25
CARDA	18 and 7 dogs	171.75
WOOF	4 and 4 dogs	36
Fire Service	17	156.25
State OES	4	37
Support/Misc	5	27
San Mateo	19	185.25
Total	196	1721

Saturday October 26, 1991, Summary of manpower and hours used:

<u>Agency</u>	<u>Staff</u>	<u>Hours</u>
Alameda County	10 Volunteer 8 Paid 18 Total	131 81.5 212.5 Total
Cal E-Sar	2	16.25
CoCoCo	5	48.5
EBRPD	2	21
Santa Clara	5	48
Placer	10	100
CARDA	19 and 8 dogs	158.5
Fire Service	8	80
State OES	1	8.5
Support/Misc	4	33
Total	76	726.25

October 23 - October 25: Summary of Night Staffing manpower and hours used:

<u>Agency</u>	<u>Staff</u>	<u>Hours</u>
Alameda County	5 Volunteer 0 Paid 5 Total	29 0 Paid 29 Total
BAMRU	1	4
Cal E-Sar	2	13.5
CoCoCo	1	8
EBRPD	1	9
Total	10	63.5

Summary Total manpower and hours used:

<u>Agency</u>	<u>Staff</u>	<u>Hours</u>
Alameda County	79 Volunteers 45 Paid 124 Total	892.75 438.25 1331 Total
BAMRU	31	317.25
Cal E-Sar	43	437
CoCoCo	30	285.25
EBRPD	33	350
El Dorado	19	134.75
Marin	12	93
Santa Clara	99	1007.25
Santa Cruz	33	351.5
Sonoma	43	406.25
Placer	32	296.25
CARDA	70 and 33 dogs	697.25
WOOF	14 and 14 dogs	131.5
Fire Service	71	588.25
State OES	15	111
Support/Misc	29	135.75
San Mateo	65	700.75
Total	762	7374

The search and recovery mission was secured at 1900 hours on Saturday, October 25, 1991.

On Wednesday, November 6, 1991, a mission critique was held at the Field Services offices. All participating agencies were invited to send their representatives.

See following attachments:

- A Agency Resource List
- B Oakland Firestorm Search and Recovery Log
- C Firestorm Search and Recovery Critique

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AGENCY RESOURCE LIST

East Bay Regional Parks

2 overhead staff
2 4-person search teams with transportation
"T" card blanks

Contra Costa County

Mobile Command Post
3 overhead staff
4-5 teams of 4 persons with transportation
Portable radios

Bay Area Mountain Rescue

2 overhead staff
2 4-person teams with transportation

Cal-ESAR

4 overhead staff
3-4 teams of 4 persons with transportation
2 tent shelters

San Mateo County

3-4 teams of 4 persons with transportation

Sonoma County

Mobile command post
4-5 overhead staff
4 teams of 4 persons with transportation
10 portable radios

Marin County

Mobile command post
12-18 E-SAR for logistics support
3-4 overhead staff

San Jose SAR

2 overhead staff
2 4-person teams with transportation
1 pick up truck
1 light unit

CARDA

Search dog teams

CDF

1 strike team -- consisting of 5 engine companies, 3 fire personnel per engine and a strike team leader (safety officers)

O.E.S.

California State OES Command Motorhome
California State OES Command Trailer
California State Microwave Telephone System
Handi-talkies with Cal Cord capabilities
Area overview maps and photograph

Alameda County Search and Rescue

Overview personnel
1 4-person search team
3 lighting units
1 transportation
2 general purpose rescue vehicles

Regional Ambulance

First Aid

National Guard

3 large tents with generators for lighting capabilities
2.5 ton personnel carrier

OAKFIRMU.MA

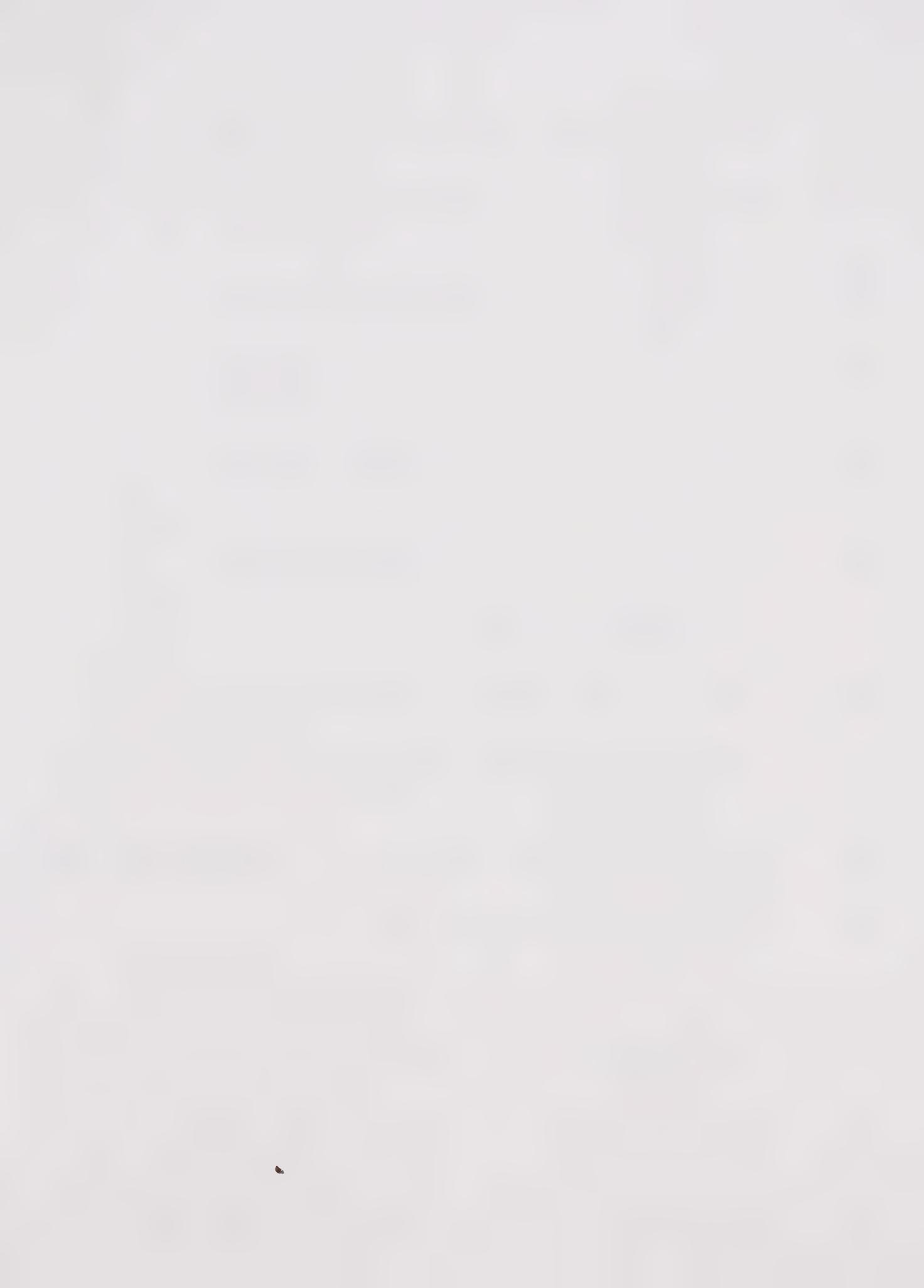
OAKLAND FIRESTORM SEARCH AND RECOVERY LOGOCTOBER 23, 1991

- 0500 Dep. Kindle, Doreen Tull, Linda Bristow and Barbara Gerleman arrived at the Command Post and set up.
- 0530 Sgt. Tarnow and Ken Jourdan, State OES, arrive at Command Post.
- 0700 Sgt. Tarnow and Ron Seitz gave initial briefing of search team representatives.
- 0735 Sgt. Tarnow gave general briefing to SAR teams.
- 0925 Capt. Thuman, Incident Commander, arrived at the Command Post.
- 0930 Briefing. Attendees: Capt. Thuman (Incident Commander), Sgt. Tarnow (Field Commander), Ron Seitz (Operations), Skip Bigelow (Search Incident Commander), Dep. Kindle (Asst. Field Commander), Ken Laidlow (Planning) and Ken Jourdan (State OES). Personnel advised by Capt. Thuman that OPD has specific areas which need to be searched immediately. Meeting will take place at 1000 hours with OPD to verify those areas. All units will stand down until notified.
- 0945 Capt. Thuman, Ron Seitz and Ken Laidlow left the staging area to meet with OPD at Hiller Highland burn area.
- 1010 Lt. Jim Polk, Berkeley PD, arrived at IC. He requested that the areas of the City of Berkeley to be searched. His information was referred to Planning.
- 1025 Capt. Thuman, Ron Seitz and Ken Laidlow returned from meeting OPD. Capt. Thuman indicated we were to deploy SAR personnel to the Hiller Highland area to view the charred remains.
- 1030 Arrangements were made to deploy SAR units.
- 1100 The following SAR units were deployed:
CAL ESAR: 8, 9, 10
Sonoma SAR: 2A, 2B, 2C
CARDA: 2D, 2E
- 1114 The following SAR units were deployed:
Contra Costa County SAR: 4
East Bay Regional Parks PD: 6, 7
- 1115 Capt. Thuman briefed the press.

- 1126 The following SAR units were deployed:
 San Jose SAR: 11, 14
- 1128 The following SAR units were deployed:
 Santa Cruz County: 15, 20, 21
- 1136 The following SAR units were deployed:
 Santa Clara SAR: 13, 22
- 1137 The following SAR units were deployed:
 Santa Clara SO: 17
- 1138 The following SAR units were deployed:
 Los Gatos PD: 12, 18, 19
- 1148 The following SAR units were deployed:
 BAMRU: 1, 5
 San Mateo SAR: 1A, 16
- 1203 Sheriff Plummer and Undersheriff Garrigan arrived at the staging area.
- 1210 Received information from OPD to check the following locations ASAP:
 1380 Grandview
 5951 Buena Vista
 6088 Fairlane
 1862 Grandview
- 1212 Gave OPD's request to Planning.
- 1212 Sheriff Plummer, Undersheriff Garrigan and Capt. Thuman surveyed the area by helicopter.
- 1225 Possible live artillery shells located near Parkwood. Given to OFD.
- 1230 The following SAR units returned and were debriefed:
 CAL ESAR: 10
- 1235 Strong smell gas at 7111 Chabot Road. OPD notified.
- 1244 The following SAR units were deployed:
 Contra Costa SAR: 43
 San Mateo: 41
- 1249 Fire safety officer requested at 637 Alvarado for structure inspection. Newark Engine 2 responded.

- 1303 Report of human remains found at Devon and Norfolk, second house from the end. OPD notified.
- 1312 Report of human remains found at Perth and Grandview. OPD notified.
- 1317 Report of human remains found at No. 8 Perth Place. OPD notified.
- 1327 Per Capt. Thuman, all food requests will go through the EOC.
- 1335 The following SAR units were deployed:
San Mateo Co.: 1A Plus
- 1336 Gas leak at Marie/Chabot, corner house. OPD notified.
- 1347 Report of human remains found at Charring Way east of Schooner Hill in vehicle (possible Toyota, engine #1530477). OPD notified.
- 1349 Report of human remains at Bristol and Norfolk. OPD notified.
- 1356 Report of human remains at Charing/Sherwick Drive in vehicle. OPD notified.
- 1402 Report of human remains in the house at 1640 Grandview. OPD notified.
- 1404 The following SAR units were deployed:
Contra Costa SAR: 44
ESAR: 45
- 1405 The following SAR units returned and were debriefed:
Sonoma SAR: 2A
Sonoma SAR: 2B
- 1411 The following SAR units were deployed:
CARDA: 42-dog
San Mateo Co.: 42
- 1415 The following SAR units returned and were debriefed:
Sonoma SAR: 2C
- 1452 The following SAR units returned and were debriefed:
Santa Cruz Co: 15
- 1515 The following SAR units returned and were debriefed:
Santa Cruz: 21
Santa Clara Co: 17

- 1532 The following SAR units returned and were debriefed:
 San Mateo: 16
- 1540 The following SAR units returned and were debriefed:
 San Mateo: 41
- 1545 The following SAR units returned and were debriefed:
 CARDA: 42-dog
- 1620 The following SAR units returned and were debriefed:
 Santa Clara SAR: 22
- 1622 The following SAR units returned and were debriefed:
 Sonoma: 47
 Sonoma SAR: 2A
- 1630 The following SAR units returned and were debriefed:
 San Mateo SAR: 1A
 San Mateo Co.: 1A Plus
 San Mateo Co: 42
- 1635 The following SAR units returned and were debriefed:
 Santa Clara SO: 13
- 1440 The following SAR units were deployed:
 CARDA: 44-dog
- 1445 Report of human remains inside residence at 28 Spyglass Hill. OPD notified.
- 1448 The following SAR units were deployed:
 WOOF: 43
- 1510 Report of human remains at 18 Chancellor Drive. OPD notified.
- 1511 The following SAR units were deployed:
 ALCO: 46
- 1513 The following SAR units were deployed:
 WOOF: 46-dog
- 1514 Report of human remains found in Parkwood apartments. OPD notified.



- 1526 The following SAR units were deployed:
 Sonoma: 47
- 1538 Report of human remains found at Dorothy/Hillview. OPD notified.
edge.
- 1544 The following SAR units were deployed:
 Sonoma: 48
- 1635 The following SAR units returned and were debriefed:

 Contra Costa SAR: 4
 San Jose SAR: 11

 San Jose SAR: 14
- 1640 The following SAR units returned and were debriefed:

 Los Gatos PD: 18
- 1650 The following SAR units returned and were debriefed:

 Los Gatos PD: 19
 Santa Cruz SAR: 20
- 1700 The following SAR units returned and were debriefed:

 BAMRU: 1
 East Bay Regional Park PD: 6
 CAL-ESAR: 9
- 1705 The following SAR units returned and were debriefed:

 BAMRU: 5
 ALCO: 46
- 1710 The following SAR units returned and were debriefed:

 CARDA: 2D
- 1715 Debriefing meeting with overhead staff.
- 1715 The following SAR units returned and were debriefed:

 ESAR: 45
 WOOF: 46-dog
- 1720 The following SAR units returned and were debriefed.

 Sonoma: 48

1730 Charles Gillingham, Sheriff of Santa Clara County, arrives at Command Post.

1730 The following SAR units returned and were debriefed:
Contra Costa SAR: 3B

1745 The following SAR units returned and were debriefed:
WOOF: 43-dog

1750 The following SAR units returned and were debriefed:
Los Gatos PD: 12

1800 The following SAR units returned and were debriefed:
CARDA: 2E
East Bay Regional Park PD: 7
CAL ESAR: 8
Contra Costa SAR: 43
Contra Costa SAR: 44
CARDA: 44-dog

1800 Field search secured for evening.

1830 Debriefing and plans meeting with overhead staff.

END OF 10/23/91

OCTOBER 24, 1991

- 0720 Briefing to agency representatives and overhead staff.
- 0800 General briefing to all personnel.
- 0820 Team leader briefing #1.
- 0900 Team leader briefing #2.
- 0900 SAR teams deployment started.
- 0940 Report of human remains found at Hiller/Starview in garage area. OPD notified.
- 0942 Report of human remains at 2100 Binnacle. OPD notified.
- 0945 Report of human remains found at Captains Cove/Yankee Drive on hillside just east of vehicle. OPD notified
- 1005 Report of human remains found in 900 block of Alvarado Road. Exact address unknown. OPD notified.
- 1021 Report of human remains found at 6774 Broadway Terrace, outside next to house. OPD notified.
- 1030 Team 105 met resident at 6100 Skyline (510) 841-4748. Missing person, Eddie Fries, is a survivor. OPD notified.
- 1044 Report of 22 cal. rifle found at 5900 Pinewood. OPD notified.
- 1118 Report of human remains found at 6823 Buckingham inside structure and several small bones located outside residence. OPD notified.
- 1145 The following SAR units returned and were debriefed:
BAMRU: 11
- 1200 The following SAR units returned and were debriefed:
CARDA: 102
- 1204 The following SAR units returned and were debriefed:
CAL ESAR/Santa Clara Co. SAR: 101
- 1239 Report of human remains found on hillside above Buckingham. OPD notified.
- 1247 Report of human remains found at 6823 Captain's Cove/Schooner. OPD notified.

- 1300 Report of human remains found at Starview Drive/Starview Court outside house on right side. OPD notified.
- 1315 Briefing of overhead personnel.
- 1319 The following SAR units returned and were debriefed:
Santa Cruz SAR: 74
- 1330 The following SAR units returned and were debriefed:
CARDA/Santa Clara Co. SAR: 103
- 1335 The following SAR units returned and were debriefed:
BAMRU: 75
- 1400 The following SAR units returned and were debriefed:
Sonoma SAR: 3
Los Gatos DART SAR: 27
- 1415 Team 111 reported Mr. Remoto (658-6031) at 136 Sonya (an address search location) stated that no one is missing at this address. OPD notified.
- 1430 The following SAR units returned and were debriefed:
BAMRU: 24
Santa Clara SO/Los Gatos DART: 62
San Jose SAR: 102
CARDA/Santa Clara SAR: 105
CARDA/Santa Clara: 108
- 1445 The following SAR units returned and were debriefed:
CARDA/Santa Clara: 110 and 110D
- 1450 The following SAR units returned and were debriefed:
ALCO SAR: 23
- 1500 The following SAR units returned and were debriefed:
BAMRU: 4
- 1510 The following SAR units returned and were debriefed:
WOOF/BAMRU/San Mateo Co. SAR: 107
CARDA/DART: 112 and 112D
- 1515 Briefing of overhead personnel.

- 1519 The following SAR units returned and were debriefed:
 CAL ESAR: 15
- 1526 The following SAR units returned and were debriefed:
 Santa Cruz: 30
- 1600 The following SAR units returned and were debriefed:
 Santa Cruz: 31
 East Bay Regional Park PD/CARDA: 106
 CARDA: 111D
- 1625 The following SAR units returned and were debriefed:
 Los Gatos PD SAR: 26
 BAMRU: 60
- 1633 The following SAR units returned and were debriefed:
 Sonoma Co. SAR: 6
- 1641 The following SAR units returned and were debriefed:
 ALCO: 51
- 1644 The following SAR units returned and were debriefed:
 San Mateo Co. Explorer SAR: 1A
 San Mateo Co. Explorer SAR: 25
- 1650 The following SAR units returned and were debriefed:
 East Bay Regional Parks: 28
- 1652 The following SAR units returned and were debriefed:
 CAL ESAR San Mateo: 61
- 1725 The following SAR units returned and were debriefed:
 San Mateo Co. SAR: 29
 WOOF: 104
- 1745 The following SAR units returned and were debriefed:
 CARDA: 115D
- 1745 General debriefing
- 1800 Leo Ramirez, Alameda County SAR, did a live interview on KDTV, San Jose Spanish television station per Sgt. Knudsen's request.

1800 Briefing of overhead personnel.

1900 Planning meeting

END OF 10/24/91

October 25, 1991

- 0810 Briefing of overhead personnel.
- 0830 General Briefing
- 0830 SAR teams deployed
- 0835 Team leader briefing
- 0845 SAR teams deployed
- 1035 The following SAR units returned and were debriefed:
Sonoma Co.: 52
- 1046 The following SAR units returned and were debriefed:
San Mateo: 76
- 1049 Report of human remains located inside 943 Aquarius. OPD notified.
- 1051 Report of human remains located inside on bed at Marlboro and Norfolk. OPD notified.
- 1058 Report of human remains located inside residence at 188 Beechwood. OPD notified.
- 1100 Sgt. Knudsen, Sheriff's Department PIO, issued a press release.
- 1107 Report of human remains located inside residence located 3 houses west of 188 Beechwood. OPD notified.
- 1109 Report of human remains located inside residence at Contra Costa and Beoult. OPD notified.
- 1110 Governor Wilson's wife arrived with group from the Salvation Army.
- 1140 The following SAR units returned and were debriefed:
Placer Co.: 58
- 1145 Assemblyman Quackenbush arrived
- 1142 The following SAR units returned and were debriefed:
San Mateo Co.: 62
- 1153 The following SAR units returned and were debriefed:
Placer Co.: 57
- 1154 Report of human remains at Charing Cross and Sherwich. OPD notified.

- 1158 The following SAR units returned and were debriefed:
 Marin: 54
- 1225 The following SAR units returned and were debriefed:
 CARDA/WOOF: 123
- 1300 Senator Seymour arrived
- 1315 The following SAR units returned and were dispatched:
 San Mateo: 66
- 1322 Report of human remains located in vehicle in the garage of 5959 Rockridge. OPD notified.
- 1325 The following SAR units returned and were debriefed:
 El Dorado: 61
- 1330 The following SAR units returned and were debriefed:
 CARDS/Sonoma: 119D
- 1332 Report of human remains located in a vehicle (license 612THT) outside Parkwoods Apartments Building 3.
- 1338 Report of human remains located at Charing Cross and Sherwick in residence. Bones destroyed.
- 1347 Report of human remains found at 7084 Westmorland. OPD notified.
- 1400 The following SAR units returned and were debriefed:
 Sonoma: 67
 CARDA/ESAR: 124
 CARDA/San Mateo: 125D
- 1415 The following SAR units returned and were debriefed:
 Santa Clara: 64
- 1430 The following SAR units returned and were debriefed:
 El Dorado: 30
 ESAR: 55
- 1435 The following SAR units returned and were debriefed:
 Placer Co./WOOF: 116D

- 1458 The following SAR units returned and were debriefed:
 Santa Clara: 28
- 1500 The following SAR units returned and were debriefed:
 Placer Co.: 53
 BAMRU: 60
- 1503 Report of human remains one house down from 6900 Sherwick. OPD notified.
- 1510 The following SAR units returned and were debriefed:
 WOOF/Marin SAR: 121D
- 1514 The following SAR units returned and were debriefed:
 El Dorado: 59
- 1517 Report of human remains found inside residence at Bristol and Sherwick. OPD notified.
- 1519 Report of human remains at 6959 Norfolk. OPD notified.
- 1530 Bay Cities press release by Sgt. Knudsen indicating no change in status. Next press release at 1730 hours.
- 1605 The following SAR teams returned and were debriefed:
 Placer County: 78
 CARDA/Santa Clara: 120D
- 1609 The following SAR teams returned and were debriefed:
 El Dorado: 63
- 1610 The following SAR teams returned and were debriefed:
 Placer Co.: 56
- 1614 The following SAR teams returned and were debriefed:
 CARDA/Marin: 126D
- 1620 The following SAR teams returned and were debriefed:
 WOOF/CAL ESAR: 129
- 1630 The following SAR teams returned and were debriefed:
 Contra Costa/ALCO/Marin: 69
 WOOF/San Jose SAR/San Mateo: 128
 El Dorado: 79

1635 The following SAR teams returned and were debriefed:
 San Mateo: 77

1700 The following SAR teams returned and were debriefed:
 San Mateo: 3

1704 The following SAR teams returned and were debriefed:
 CARDA/Placer: 127

1745 The following SAR teams returned and were debriefed:
 CARDA: 122C

1800 Briefing with overhead personnel

1900 Briefing with Plans.

END OF 10/25/91

October 26, 1991

Weather conditions for the day: Rain, light to heavy sprinkles to heavy showers. Weather reports indicated up to 3-5 inches for the Oakland area.

- 0745 Briefing of overhead personnel.
- 0825 Briefing of team leaders.
- 0830 General briefing
- 0900 SAR teams deployed.
- 0930 Report of human remains found at Charing Cross and Sherwick. OPD notified.
- 1023 Report of human remains located next to 7838 Tunnel at end of sharp turn. OPD notified.
- 1057 Report of landslides in front of 6900 Sherwick.
- 1124 Report of human remains at 11050 Broadway Terrace. OPD notified.
- 1142 Report of human remains found on Buckingham 1/4 mile up from Sherwick. OPD notified.
- 1150 The following SAR teams returned and were debriefed:
CARDA: 200-D
- 1220 Report of human remains found at Captain's Cove. OPD notified
- 1230 The following SAR teams returned and were debriefed:
Placer: 5549
- 1245 The following SAR teams returned and were debriefed:
Contra Costa County/ALCO: 10033
- 1255 Report of human remains at 7033 Buckingham, outside along right side of house. OPD notified.
- 1303 Report of hot spot at 5842 Buena Vista. Fire notified.
- 1326 Report of human remains found at 6977 Bristol. OPD notified.
- 1335 Report of safe found at 6977 Bristol. OPD notified.
- 1337 Report of valuables found at intersection of Buckingham and Bristol. OPD notified.
- 1350 Report of artillery shell at 6977 Bristol. OPD notified.

1404 Report of human remains located west of 5940 Romany. OPD notified.

1420 Report of human remains located at 6935 Charing Cross. OPD notified.

1448 Report of human remains located in garage at 1891 Tunnel road. OPD notified.

1540 The following SAR teams returned and were debriefed:

ALCO/San Jose SAR: 5940R

1515 The following SAR teams returned and were debriefed:

Team 9

1544 The following SAR teams returned and were debriefed:

CARDA: 2A-D

1545 The following SAR teams returned and were debriefed:

CARDA: 2C
San Jose: 3B

1550 The following SAR teams returned and were debriefed:

CARDA: 2B-D
Placer Co.: 3C

1615 The following SAR teams returned and were debriefed:

Placer Co.: 3A

1700 General debriefing.

1750 Briefing of overhead personnel

1820 Briefing with Plans.

1850 All area and residence searches completed.

1855 General debriefing.

1900 Search and rescue/recovery operation secured. Demobilization.

END OF 10/26/91

OAKFIREI.MA

FIRESTORM SEARCH AND RECOVERY CRITIQUE

Wednesday, November 6, 1991 -- 1900 Hours
2700 Fairmont Drive, Building A
San Leandro, California

Monitor -- Sgt. George Tarnow, Alameda County Sheriff's Dept.

1. Opening Remarks -- Sgt. George Tarnow, Alameda County Sheriff's Dept.
2. Introductions -- Sgt. George Tarnow, Alameda County Sheriff's Dept.
3. Slides of Operations -- Dennis Reins, EBRPD
4. Pre-Planning -- Dep. Roger Kindle, Alameda County Sheriff's Dept.
5. Operations -- Ron Seitz, Alameda County SAR
 - A. Base Camp Set-Up -- Bill Weber, Alameda County SAR
 - B. Receiving Personnel -- Dennis Matarrese, Alameda County SAR
 - C. Operations Briefing
 - Tom Fedyna, San Jose SAR
 - Steve Cox, Alameda County SAR
- D. Deployment
 - Sgt. George Tarnow, Alameda County Sheriff's Dept.
 - Capt. Gary Thuman, Alameda County Sheriff's Dept.
- E. Briefing/Debriefing -- Tom Fedyna, San Jose SAR
- F. Fire Safety Officers
 - Dep. Roger Kindle, Alameda County Sheriff's Dept.
6. Planning
 - Paul Lufkin, CAL-ESAR
 - Chris Young, Contra Costa County
 - Ken Laidlaw, EBRPD
7. Communications -- Lance Rettick, Sonoma SAR
8. Logistics
 - Skip Bigelow, Alameda County SAR
 - Dep. Roger Kindle, Alameda County Sheriff's Dept.
9. State Resources -- Bob Gerber, State OES Law Enforcement Division
10. PIO -- Sgt. Jim Knudsen, Alameda County Sheriff's Dept.
11. Demobilization -- Bill Weber, Alameda County SAR

At 1900 hours Wednesday, November 6, 1991, a critique was conducted regarding the search and recovery efforts of the Oakland Firestorm. See attached critique agenda and list of attendees.

The following was the outcome of the critique.

Negatives

1. OPD utilized CLEMAR for their car-to-car transmissions. CLEMAR was to serve as the primary channel for the search operations. OPD was notified numerous times. Following each notification, their traffic decreased significantly. As time went on, the individual patrolmen began to utilize the channel causing problems with our communications.
2. High-ranking politicians, including Governor Wilson's wife, appeared at the staging area unannounced.
3. The PIO Officer was not always available creating problems in handling the multitude of media personnel.
4. Oakland Fire Department Command should have staged their vehicle outside the search and recovery command center compound but close enough for coordination efforts.
5. OPD was present during the operation but should have been included in the overhead planning stages.
6. There was a delay in deploying personnel into the field on the first day due to political overtones.

Positives

1. The search operation was organized, well planned, and flexible enough to deal with unexpected problems.
2. Resources were utilized to maximum capabilities.
3. Cooperation between all participating agencies was excellent.
4. The "T" card system worked very well in tracking personnel.
5. Telephone communications set up by State OES were excellent. They utilized microwave and cellular systems. Caution people on using too many cellular telephones in a relatively small area as they interfere with each other.
6. Communications were good between the various personnel levels during the operation.
7. Staging area location was excellent and conducive to the search and recovery efforts.
8. People were taken care of and well fed.

Suggestions

1. For future large-scale search and rescue operations, planning sessions should include a representative from each agency that will be involved.
2. Maps from East Bay Municipal Utilities District would have made the Planning Unit's work easier and assisted the field teams.
3. A camp-net radio frequency (separate channel for Base Camp) could have been utilized.
4. A uniformed officer should have been posted at the entrance to the base camp to check credentials and to direct the incoming parties to their proper staging area.
5. A photographer should have been assigned to photograph and video the operation.
6. Sign-in should be conducted away from the main staging area. There was a problem of personnel by-passing the sign-in area and entering the main staging area.
7. The various agencies' personnel are to be kept together on field teams whenever possible.
8. Search team identifiers should stay the same.
9. Ground search teams should not be utilized with dog search teams.
10. A supervising representative from the dog search team organization should be a member of the overhead staff.
11. The dog search teams are not to operate independently from the rest of the search personnel.
12. The entire search team should be briefed, not just the team leader.
13. Alameda County OES Volunteer Fire personnel could have been utilized as safety officers.
14. The Planning Unit should make and be in charge of all "T" cards.
15. A supply of "T" cards should be on hand in the event of future operations.
16. A PIO Officer should have been assigned to only the search operation and not have other responsibilities.
17. A presentation of the search and recovery efforts should be made at the National Search and Rescue Conference next year.

OAKLAND FIRESTORM SEARCH AND RECOVERY CRITIQUE

November 6, 1991

<u>Name</u>	<u>Organization</u>
Owe Beckmann	Del Norte County SAR
Ken Berry	Los Gatos PD
Ruth Bigelow	Alameda County Sheriff's SAR
Ron Bigelow	Alameda County SAR
Art Botterell	State GES Communications
Paul Carlson	Contra Costa County SAR
Mariano Caunday	Alameda County Sheriff's SAR
Jim Cooke	So. County Sheriff's SAR
Steve Cox	Alameda County Sheriff's SAR
Arlene DeScala	CAL-ESAR
Bill Dunbar	CARDA
Tom Federickson	Santa Clara County Sheriff
Tom Fedyna	San Jose SAR
Bob Gerber	State OES Law Enforcement
Barbara Gerleman	Alameda County Sheriff's Department
Hatch Graham	CARDA
Tom Grossman	BAMRU
Bill Jenevein	Alameda County Sheriff's SAR
Roger Kendle	Alameda County Sheriff's Department
Jim Knudsen	Alameda County Sheriff's Department
Ray Leonard	So. County Sheriff's SAR
Paul Lufkin	CAL-ESAR
Dennis Matarrese	Alameda County Sheriff's SAR
Kenneth N. Laidlaw	East Bay Regional Park Police
Bob Pacheco	So. County Sheriff's SAR
John Quinn	Alameda County Sheriff's Department
Dennis Rein	East Bay Regional Parks Police DPS
Lance Rettick	So. County Sheriff's SAR
Ron Seitz	Alameda County Sheriff's SAR
George Tarnow	Alameda County Sheriff's Department
Gary Thuman	Alameda County Sheriff's Department
Fletcher Young	Contra Costa County SAR

Attachment D - Hazard Mitigation Report



C O U N T Y A D M I N I S T R A T O R

STEVEN C. SZALAY
COUNTY ADMINISTRATOR

February 20, 1992

SUSAN S. MURANISHI
ASSISTANT COUNTY ADMINISTRATOR

Board of Supervisors
1221 Oak Street, Suite 536
Oakland, CA 94612

Dear Board Members:

SUBJECT: Hazard Mitigation Plan for Fires in
the Unincorporated Areas of Alameda County

RECOMMENDATION:

Adopt the attached Hazard Mitigation Plan for Fires in the Unincorporated Areas of Alameda County and authorize its submittal to the State Office of Emergency Services.

SUMMARY:

The federal government has established a legal requirement for hazard mitigation to which Alameda County is subject. As a condition for receiving federal disaster aid for losses caused by the Oakland/Berkeley Hills fire, Section 409 of the Disaster Relief Act requires Alameda County, Oakland, and Berkeley each to develop and maintain a program to identify fire hazards and develop and implement measures for reducing fire damage. The County is required to submit its fire hazard mitigation plan by February 28, 1992.

The attached fire hazard mitigation plan is based on the experience of County fire protection districts that serve the unincorporated areas of the County, studies of the Oakland/Berkeley Hills fire, the County General Plan, and fire mitigation strategies recommended by the California Department of Forestry and other fire experts. The plan is consistent with the recommendations of the Fire Protection Master Plan adopted in principle by your Board on February 11, 1992. It is, nonetheless, a beginning document that will require additions and deletions as the County gains experience in the application of its mitigation strategies.

The Fire Hazard Mitigation Plan was developed and prepared as a joint effort of the Hazard Mitigation Committee -- Core Committee. The Core Committee includes representatives of the Sheriff's Department, General Services Agency, Public Works, Planning, Eden Fire District, Castro Valley Fire District, Fairview Fire District, and Risk Management.

DISCUSSION:

The following is a brief summary of the County's Hazard Mitigation Plan for Fires:

PART I: Evaluation of the Fire Hazard

An estimated seven million Californians live in hillside settlements or in urban wildlands interface/intermix communities. The Tunnel Fire demonstrated that all urban wildlands interface/intermix areas should be included in pre-planning and disaster prevention.

The unincorporated areas of Alameda County have numerous areas that mirror the geography, topography, and vegetation of the area destroyed in the Tunnel Fire. Both the problems and solutions to urban wildlands interface/intermix fires have been known for at least 25 years, but little progress has been made in their resolution.

PART II Information Specific to Disaster Declaration

During the past 20 years there have been no fires in the urban wildlands interface/intermix areas of unincorporated Alameda County that were not controlled within a few hours by available resources or with Mutual Aid assistance. Not a single fire has warranted a Disaster Declaration. Nonetheless, the potential for a major fire exists due to the combination of geography, topography, drought, and increasing numbers of homes surrounded by vegetation and trees.

PART III A Description and Analysis of Local Hazard Management Policies, Programs and Capabilities Currently Used to Mitigate Fire Hazards

Fire protection in Alameda County is provided generally by fire protection districts in unincorporated urban areas and by the East Bay Regional Part District, the County Fire Patrol, and the California Department of Forestry in the unincorporated wildland areas.

The Uniform Fire Code and the Uniform Building Code are the basis for structural fire protection standards. These are supplemented by water supply and road design standards for subdivisions. The County also participates in a Mutual Aid Program and through its fire districts provides emergency medical services.

PART IV Proposed Hazard Mitigation Strategies, Programs, and Actions to Reduce or Avoid Long-term Vulnerability to Hazards

This section contains items that can be implemented directly by Alameda County with little or no participation by non-county organizations. Included are recommendations for vegetation management, roof standards, access standards, and residential fire sprinklers. Each of the Work Elements is consistent with the policy direction established by the Fire Protection Master Plan and will be implemented consistent with those principles.

The following mitigation projects are listed in the plan:

<u>Project</u>	<u>Est. Cost</u>	<u>Funding Source</u>
1. Vegetation Management	Unknown	To be determined
2. Development of fire standards for urban wildlands intermix areas	\$100,000	Fire District fees
3. Review of fire sections of General Plan and zoning ordinances	Unknown	Existing budget
4. Participation of fire districts in planning process	None	Not applicable
5. Consider adoption of roofing standards	None	Not applicable
6. Consider adoption of current California Building & Fire Codes	None	Not applicable
7. Update of fire hazard maps	\$50,000	Fire District budgets
8. Participation in National Weather Service fire alerts system	None	Not applicable
9. Provision of fire safety materials to community	\$50,000	To be determined
10. Consider adoption of access standards for urban wildlands intermix	None	Not applicable
11. Enforcement of fire safety standards during development/building process	None	Not applicable
12. Consider adoption of residential sprinkler ordinance	None	Not applicable
13. Development of regional 800 MHz communication system	\$7,600,000	Multi-year financing
TOTAL		<u>\$7,800,000</u>

PART V A Method of Implementing, Monitoring, Evaluating, and Updating the Mitigation Plan

Progress will be assessed annually by the Hazard Mitigation Committee with reports provided to the County Administrator and the Board of Supervisors. The document will be modified as information about hazards and funding changes.

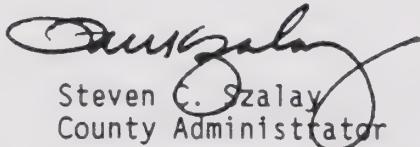
ADDENDUM Recommendations for State Action

This section contains a range of recommended mitigation measures that require implementation by State agencies. Recommendations range from developing insurance incentives for property owners to identifying alternate sources of water for fighting fires to studies of prescribed burning of dense brush and trees.

FINANCIAL IMPACT:

Full costs, sequences of spending, and methods of funding are not known at this time. The estimated costs of all mitigation proposals are \$7,800,000. In the earthquake hazard mitigation plan that was prepared two years ago, limited matching funds were made available through a grant program sponsored by FEMA. A similar competitive grant process has not as yet been established for fire hazard mitigation plans. Approval of this plan does not commit your Board to implementing, or expending funds for, all of the proposed projects.

Yours very truly,



Steven E. Szalay
County Administrator

SCS/NJB/GF
0085Q2-5

cc: East Bay Municipal Utility District
California Division of Forestry
Castro Valley Fire District
Eden Consolidated Fire District
Fairview Fire District
Hazard Mitigation Committee Members

ALAMEDA COUNTY HAZARD MITIGATION PLAN FOR FIRES IN THE UNINCORPORATED AREAS

I. EVALUATION OF THE FIRE HAZARD

Fire protection is a partnership between property owners, residents and fire protection agencies. Property owners and residents must take additional responsibility for their own safety if they choose to live in wildland areas.

An estimated seven million Californians are living in established hillside settlements or in the new, rapidly growing urban/wildland communities. They are exposed to the potential of devastation and death from wildland fires. It is no longer a question of if, it's a question of when.

Many California communities have failed to recognize the seriousness or extent of their exposure to catastrophic wildland fires. "Fire Safe Guides for Residential Development in California," formulated by the County Supervisors Association of California and the California Department of Forestry in 1965, then revised in 1980, has been used for 25 years to assist and promote statewide and local government plans for the development of Fire Safe Planning. Very few local governments have implemented this guide. Generally, local fire ordinances have only been initiated after major wildland fires have resulted in a significant loss of structures and/or lives.

The direct relationship between unregulated growth in California's urban wildlands interface/intermix and destructive conflagration fires have been studied and evaluated numerous times. We know the problems, as well as the solutions, yet the potential for catastrophic fires increases every year. Regrettably, Alameda County communities are not significantly closer to solving urban/wildland fire problems today than 26 years ago when the "Fire Safe Guides for Residential Development" was formulated.

Although gains have been made over the years in public education and regulation, the increasing number of catastrophic wildland fires confirms that property owners, residents and local governments must work together to meet this threat.

The tunnel fire demonstrated that no urban interface/intermix area can be disregarded when it comes to pre-planning and preventing a disaster. The unincorporated area of Alameda County has numerous areas that mirror the geography and topography of the area destroyed in the tunnel fire. Due to the continued drought and increased building in the interface/intermix zone, the opportunity for a similar disaster exists today.

The potential for destructive wildland fires is relatively high throughout the County's undeveloped hill areas due to the rolling to rugged terrain, continuous flammable vegetation cover, and long and dry summers with high wind conditions. The combination of highly flammable vegetation, long and dry summers, and rugged topography give much of the County's wildland areas serious wildland fire potential.

The grasslands near Altamont in the eastern part of the county have a history of numerous and severe wildfires. The area is noted for its strong winds and hot summer weather, and grass fires ranging in size from 375 to 1,700 acres have consumed large acreages in the last two years.

Del Valle Regional Park is a high risk area because the potential for fires is great even though the actual incidence of fire is low. A boat patrol from the East Bay Regional Park District surveys the shoreline of the lake on high risk days and three-day weekends. A major factor influencing the hazard problem is the high level of human activity at the park.

Three critical Fire Weather Frequency Classes were developed by the State. The Sunol Station (Fire Danger Rating Area No. 530) received a Class II rating. Areas in Alameda County have been assigned a Critical Fire Weather Frequency Class of II or III, (according to the ratings assigned to the USGS topographic maps covering Alameda County).

II. INFORMATION SPECIFIC TO DISASTER DECLARATION

Within the last 20 years there have been no significant fires in the urban wildland interface/intermix of the unincorporated county that have not been controlled within a few hours by available resources, and in some instances with the help of surrounding departments and Mutual Aid assistance. There has not been a single fire that has warranted a Disaster Declaration. There have been many residential fires that have required assistance to control, but these have been limited in most cases to a single structure. Commercial building fires have also occurred that have taxed the resources of the District and required assistance through Mutual Aid. In some of these fires the property loss has exceeded 1 million dollars. In any case, the fires have been man caused either by accident or intentional acts.

The potential does, however, exist due to geography and topography of some of the area protected by the Fire Districts. Located within the hills are many homes surrounded by lush vegetation and trees. These same homes can become a fire storm due to the conditions we now face from drought and continued building. As the density increases, the potential for a fire increases as well.

III. A DESCRIPTION AND ANALYSIS OF LOCAL HAZARD MANAGEMENT POLICIES, PROGRAMS, AND CAPABILITIES CURRENTLY USED TO MITIGATE FIRE HAZARDS

Fire Protection Agencies and Responsibilities

Fire protection in Alameda County is provided by a number of public agencies. Many provide structural and wildland fire protection services. Generally, structural fire protection is provided by city fire departments to incorporated areas, and by fire protection districts to unincorporated urban areas. Wildland fire protection is provided by East Bay Regional Park District, the County Fire Patrol and the California Department of Forestry. Several large regional, State and Federal facilities have their own on-site fire protection units.

County Service Areas and Fire Protection Districts

Fire protection services in the unincorporated urban communities and rural areas are provided by fire protection districts or through the use of County Service areas. There are six fire protection districts; Eden Consolidated, Castro Valley, Fairview, Tennyson, Redwood Canyon, and Dublin-San Ramon. Six County Service Areas (CSA's) organized to fund fire protection service, contract with adjacent jurisdictions or with the County Fire Patrol; properties in the CSA's are assessed for service costs. Five of the County Service Areas are located near the City of Pleasanton; of these, four contract with the City and the fifth is served by County and the State Department of Forestry.

Fire Districts are currently utilizing a multi-faceted approach in an attempt to mitigate the hazards that exist.

A weed abatement ordinance is in place which allows the districts to have weeds and combustible materials removed when they present an identified fire hazard to the property or surrounding properties. The cost of the abatement is added to the tax bill of the property owner as a lien. The drawback to this ordinance is the time factor between notification of violation and the abatement. This can exceed 45 days in some cases. A method to reduce this time factor is being pursued to streamline the process and increase revenue returned to the districts. The districts are currently completing drafts of a citation program which will enhance the enforcement of the abatement ordinance as well as other violations of the Fire Code.

The districts are enforcing the requirements of the Alameda County Fire Code in State Regulated Areas as they pertain to access, water supply, built-in fire protection and fire apparatus operation. The Alameda County Building Department is in the process of developing standards for the State Regulated Areas (SRA's) they are responsible for that address access, water supply and built-in fire protection as well.

Currently, the Fire Districts have taken a proactive approach to public education in the State Regulated Areas, wildland interface/intermix. An informational handout produced by the California Division of Forestry was recently distributed by the Fire Districts to homes in the interface areas.

Mitigation of Fire Hazards

To mitigate fire hazards in the County, in coordination with the fire protection and prevention programs implemented by the individual fire protection agencies are ordinances, standards, emergency operations plan, a mutual aid plan and a medical emergency program.

Structural Fire Protection Ordinances & Standards

Countywide

The uniform Fire Code, together with the Uniform Building Code, form the basis for the local structural fire protection standards.

Building Inspection divisions of the local governments regulate building construction. Inspections cover the general field of structural safeguards, including fire hazards and electrical wiring, consistent with code standards. The Uniform Building Code governs provisions relating to minimum standards for the regulation and control of the design, construction, quality of materials, use, occupancy, and location of buildings. The Uniform Fire Code governs the maintenance of buildings and premises by regulating the storage, use, and handling of dangerous and hazardous materials, substances, and processes, and by regulating and maintaining adequate egress facilities. It provides for the installation and maintenance of fire protection systems and appliances under the direction of the local chief. Fire appliances in other than private dwellings, the location of hydrants, and the required water system fire flow are designated by the Fire Chief. The District Chiefs' standards are to be consistent with the Fire Code and the Insurance Services Office's standards.

Alameda County - Unincorporated

Subdivision Ordinance

The County Subdivision Ordinance requires that, in a fire protection district, the subdivider or developer must install water mains, fire hydrants, gated connections, and appurtenances to supply water for fire protection in conformance with district standards.

Water Supply Standards

Water supply standards for fire protection--fire flow, size of distribution mains, hydrant spacing--are established by the Insurance Services Office in their Grading Schedule for Municipal Fire Protection. The water supply must be capable of delivering a minimum of 1,000 gallons per minute for one hour. This is the minimum fire flow required in Alameda County. Required fire flow is the rate of flow needed for fire fighting purposes to confine a major fire to the buildings within a block or other group complex; and the determination of this flow depends upon the size, construction, occupancy, and exposure of buildings within and surrounding the block or group complex. Water mains are to be at least 6 inches in size for residential areas and at least 8 inches in commercial districts. The distribution of hydrants is based upon the required fire flow. Where the required fire flow is 1,000 gallons per minute or less, the average area served by each hydrant is 160,000 square feet.

Fire Standards: County Roads

Ingress-egress routes: Recommendations are made to the Planning Department.

Right-of-way width: California Highways and Streets require 40 feet minimum for a publicly maintained road. Our subdivision Ordinance requires 50 feet for a publicly maintained road. There is no minimum standard for a privately maintained road.

Cul-de-sac: Maximum length of a cul-de-sac is to be adequate to accommodate emergency equipment.

Street grades: Steeper grades are allowed with the concurrence of the fire departments.

Minimum centerline radius of curvature: Also, privately maintained streets usually use a radius standard consistent with a 15 mph design speed.

Vegetation clearance: Planting strips at the edge of roadways have been eliminated in the past few years.

Existing Fire Public Works Hazards Mitigation Programs

- 1) Building Inspection Department reviews and inspects new construction for compliance with existing fire, building codes and ordinances.
- 2) Public Works Engineers inspect County roadways to determine if they are substandard and develop projects to bring them up to current safety standards.

- 3) Vegetation control program (spraying, mowing and removing) for roadways to abate possible fire hazards along county roads.
- 4) Public Works Maintenance Department can assist in the removal of debris and large objects that create safety hazards after fires.

Emergency Operations

The Alameda County Emergency Operations Plan includes sections on Fire Services and Rescue Service. The Emergency Operations Plan applies fully to the unincorporated area ~~and to the contract cities of Berkeley, Emeryville, Hayward, Newark, Piedmont, Pleasanton, San Leandro and Union City. Albany, Alameda, Fremont, Livermore and Oakland have developed their own emergency-plans.~~

The Fire Marshal and Fire Protection Agencies are responsible for implementation. The section sets forth the organizational relationship of fire protection services; the role of these agencies in the event of a natural disaster or state of war; mutual aid; available resources and supporting systems. A key is the mutual aid plan.

FIRE Mutual Aid

Each agency participates in the County Mutual Aid Program, administered through the Fire Chiefs Association of Alameda County. Each participating agency may, as required, request assistance from other jurisdictions designated by the Fire Chiefs Association of Alameda County. A similar mutual aid program is in effect for the Bay Area. The statewide mutual aid program is administered by the State Office of Emergency Services.

Medical Emergencies

Among the services provided by the fire departments is response to medical emergencies. About fifteen years ago, the county received a federal grant to upgrade emergency services (including ambulance and hospitals) and implement a program in which all calls are received through 911 and for all Code 3 calls (emergency with sirens) the nearest fire department also responds. The fire departments do not have para-medic staff and equipment; however, fire departments are designated by contract to Alameda County as "First Responders", a majority of the firefighters have Emergency Medical Technician Training (EMT). For the County agencies, approximately 60% of the calls are currently designated as a medical emergency.

Fire Prevention

Fire prevention programs have been established by the three Fire Districts, the County Fire Patrol and the Santa Rita Jail. The contracts for fire protection administered by the Sheriff's department do not require that fire prevention services be provided. The CFP has been assigned the responsibility for all fire prevention activities in the unincorporated areas which are not within Fire Districts.

The Sheriff's department has implemented an effective fire prevention program at the Santa Rita jail. The testing and maintenance of fire protection equipment and systems are emphasized in this program.

A new construction site plan review program has been developed which provides the opportunity for the Fire Districts and the CFP to conduct reviews of all proposed projects. Most districts expressed a need to improve the procedures and working relationship between the county planning/building departments, and the Fire Districts.

The County building inspection division has established a procedure for the review of new construction building plans by fire protection agencies. The fire agencies are notified when plans are available for review at the building department offices. The requirements of the fire agencies are included in the plan review analysis. Compliance with fire protection agency requirements is a prerequisite for the issuance of building permits and certificates of occupancy. Some fire agencies do not consistently participate in this process and this has resulted in cases of non-compliance and conflict.

Fire Code maintenance inspections are not regularly or uniformly performed by most fire agencies. The fire code is intended to limit fire risks within existing structures by controlling contents which constitute a fire risk and by maintaining the fire and life safety features which are built into structures (i.e.: exits, fire control equipment and systems, fire walls, etc.). Periodic inspections should be scheduled for all occupancies to assure that the integrity of fire and life safety systems required in the building and fire codes is maintained. It is generally accepted that all structures should be inspected at least annually and certain high hazard occupancies more frequently. The inspection of health care, public assembly and school occupancies are mandated by the state Health and Safety code. Consistent standards of fire and life safety code enforcement are not maintained throughout the unincorporated areas of the county.

Fire Prevention Programs

The fire prevention programs conducted by the county fire agencies are:

FUNCTION	CVFPD	ECFPD	FFPD	CFP
New Construction Plan Review	yes	yes	yes	yes
Periodic Inspection Frequency:				
Public Assembly	n/a	18 mo.	3/yr.	n/a
Multi-family Dwellings	n/a	18 mo.	3/yr.	n/a
Commercial	n/a	18 mo.	1/yr.	n/a
Industrial	n/a	18 mo.	n/a	n/a
Health Care	CSFM	1/yr.	3/yr.	CSFM
Schools	1/yr.	1/yr.	1/yr.	1/yr.
Weed Abatement:	yes	yes	yes	yes
Citation Program:	no	no	no	no
Permits and Fees:	no	no	no	no
Company Inspection Program	no	yes	yes	no
Formal Company Insp. Training	no	no	yes	no

Building Code - Fire Retardant Roofing Requirements

Class A or B fire retardant roofing is required in Fire Zone 4 for all occupancies except single family dwellings and accessory buildings, which may use special purpose roofing. Combustible roofing is allowed in all other areas of the county for single family residences and accessory buildings.

Public Fire Safety Education Program

A comprehensive fire safety education program has not been developed to meet the needs of the unincorporated areas. A school fire safety education program has been developed by the FFPD. Shift Captains at CVFPD and ECFPD have been assigned to develop fire safety education programs. The ECFPD PIO fire captain presents fire safety programs to all schools each year. Some educational events are conducted, but broad range, long term programs have not been developed. CDF conducts fire safety education as part of the Public Resource Code inspections conducted in the spring related to wildland fire control. The CFP is a member of the Twin Valley Fire Chiefs Public Education Committee. The fire chief serves as the CFP representative to the Committee.

IV. PROPOSED HAZARD MITIGATION STRATEGIES, PROGRAMS, AND ACTIONS TO REDUCE OR AVOID LONG-TERM VULNERABILITY TO HAZARDS

The following hazard mitigation recommendations are common not only to the Tunnel Fire of 1991, but to most urban/wildland conflagrations that will occur in the future. The recommendations are placed within the context of existing California and Federal Hazard Mitigation programs, local ordinances, Public Resource Codes and current practices or the lack thereof.

Work Element #1: Vegetation management within the urban wildland interface/intermix area of unincorporated Alameda County.

Background: Public Resources Code 4291 provides for a cleared area of at least 30 feet or to the property line, whichever is nearer, of flammable vegetation or other combustible growths. In high hazard areas additional clearance is required, usually not more than 100 feet. Public Resources Code 4291 applies in all mountainous areas and on all forest, brush and grass covered lands. There are a number of options available to fire and law officials and the general public involving enforcement of this regulation. California Division of Forestry is responsible to ensure compliance of fire safe fuels on State Regulated Area lands. Also, Public Resources Code 4119 states that the California Division of Forestry can enforce any fire safe law. Any peace officer can enforce the law and any citizen, including a fire official, can file a complaint.

Presently, the unincorporated areas of Alameda County have adopted Appendix II-A of the 1985 Fire Code concerning the management of fuel mitigation. These regulations are similar to the California Division of Forestry/Public Resources Code requirements. However, no uniform enforcement program exists for these regulations.

In urbanized areas reduction of hazardous vegetation should be mandatory. This will require local adoption of planning guidelines that define minimum clearances similar to State Responsibility Areas (Public Resources Code 4290). In some areas, the removal of trees with well developed root systems must be phased in and/or accompanied by the planting of new deep-rooting vegetation. Fuel loads must be reduced both within defined clearance areas and beyond them. Dense fuel, particularly litter, dead branches and eucalyptus sprouts must be removed. The cost of clearance and maintenance would be the responsibility of the landowner.

Vegetation in wildlands should not only be managed for fire protection, but for wild life habitat, and for slope protection as well. Eucalyptus and Monterey Pine has been identified as fire hazards and their spread should be controlled. However, groves of these trees provide significant protection from landsliding and soil erosion. Removal of all eucalyptus and Monterey Pines over a short time period would substantially increase landslide hazard. If conversion to other species is attempted, the conversion should be progressive, with small areas cleared and replanted over a period of ten to twenty years. Vegetation planted to replace these trees must be chosen to provide slope protection.

New development should be required to meet State Fire Protection standards (Public Resources Code 4290, et.al.) at no cost to the local agency. In addition, riparian zones should be protected because of the fire retardant nature of the vegetation contained in these zones, in many cases providing a natural fire break or green belt.

Lead Agencies: Fire Districts and Planning, with technical advise from the University of California, California Department Conversation/Division of Mines and Geology, U.S. Geological Survey.

Funding: Funding sources not determined.

Schedule: Over a 20-year period.

Work Element #2: Establish minimum urban wildland interface/intermix fire prevention standards for Alameda County unincorporated areas.

Background: The "Fire Safe Guides," produced by the California Department of Forestry have served as the basis for statewide legislation and regulation. Many of the measures of the Guides have been mandated within State Responsibility Areas. However, some property within the unincorporated areas are not within the State Responsibility Areas boundaries since these areas have been densely developed and are viewed as an "urban" area rather than a "rural" area even though this "urban" area interfaces with the rural/State Responsibility Areas. Therefore, some unincorporated areas which are not within designated State Responsibility Areas are not required to implement appropriate fire mitigation measures.

The "Fire Safe Guides" are appropriate for use in unincorporated areas with urban wildland interface/intermix areas. Many counties and cities have adopted codes and standards comparable to the "Fire Safe Guides", others have not.

Additionally, local fire departments and Fire Districts must be included in local government's development review process. It is essential that fire personnel provide input on access, water availability, materials and methods of construction and other fire prevention elements.

As funding permits, a Deputy Fire Marshal position should be created to work in conjunction with the building inspection, planning and zoning departments.

Future fire damage will be drastically reduced if mandatory standards based on the "Fire Safe Guides" are established for all urban wildland interface/intermix areas in the State.

Lead Agencies: Fire Districts, Planning, and Building Inspection, in cooperation with the East Bay Municipal Utility District, California Division of Forestry

Funding: \$100,000 (based on Fire District fees to be determined)

Schedule: As soon as possible, completion January 1, 1993

Work Element #3: The County General Plan, specific plan and zoning ordinances should be reviewed and modified as necessary to assure adequate fire protection concerns are addressed and required as part of the development and zoning approval process.

Background: Adequate fire safety measures must be assured early in the pre-construction process. The zoning or rezoning of property is the primary determination of the use and density permitted upon the property. This has a direct relationship on the potential fire hazard threat of the area.

Zoning and parcel approvals should not be piece-mealed, but approved on a uniform basis for a general area, and such approvals should not be permitted unless existing fire access or water supplies are adequate or the proposed project can feasibly provide adequate water supply and fire access. When access and water supply requirements are deficient, yet, zoning is approved or new lots created, it puts excess pressure on enforcement agencies to reduce their fire safety requirements in order to allow construction since applicants have bought property or lots which were considered "buildable" even though it is difficult to meet fire safety requirements.

Specific review of existing State reports concerning land use guidelines such as "A Survey of California County Land Use Planning Considerations for Fire Protection in the Wildland/ Urban Interface/Intermix" should be reviewed and its elements implemented within the County's General and Specific Plans.

Lead Agencies: Planning, Fire Districts.

Funding: 1992-93 Budget process

Schedule: As soon as possible, completion June 30, 1993, review annually

Work Element #4: Involve fire protection agencies and water utilities in the early planning stages of new urban development.

Background: Adequate water supply for fire fighting and fire sprinkler operation must be assured early in the pre-construction approval process. In all areas, and especially in the urban/wildland interface, the water distribution system must support required fire fighting flows and sprinkler system requirements.

New or reconstructed urban development should provide for cross-gridding, or looped water mains. This allows water flow to be available from at least two directions in the distribution system, a more reliable supply to fire fighters. Long runs of "dead-end" water mains are to be avoided. Long water main runs are susceptible to pipeline friction, and should the line be ruptured, all of the flow would be lost beyond that point. The more cross-connections available in the water distribution system, the more secure the system is and the more flow available to fire fighting agencies.

Lead Agencies: Planning and Fire Districts, East Bay Municipal Utility District

Funding: Not applicable

Schedule: January 1, 1993 and ongoing

Work Element #5: Consideration of adopting an ordinance for the unincorporated areas of Alameda County that requires as a minimum Class C roof coverings. The County could consider adopting more stringent requirements (Class-A or B) for areas identified as Moderate. Areas identified as High Hazard areas should have roof assemblies that are of Class-A rating. Areas identified as Extreme Hazard areas should have roof assemblies that are of Class-A rating. Wood roof covering materials should not be allowed in areas designated as Extreme Hazard.

Background: At present California has adopted a Class-C non-combustible requirement only for lands within the SRA. Local jurisdictions (cities, districts, counties) may adopt more stringent requirements. The last three major fire declarations (FEMA-739-815-872) have shown that combustible roofing material is one of the major reasons for loss of structures. Generally, local ordinances have been initiated only after major wildland fires have occurred within their jurisdictions resulting in high residential structural losses.

High or Extreme Hazard areas are determined by evaluating many factors, including the following: access, topography, density, vegetation, building type(s)/use, fire history, service levels (fire department response) and water supply and conditions. (See Work Element #7).

Lead Agencies: Fire Districts and Planning, in cooperation with the California Division of Forestry.

Funding: Not applicable

Schedule: As soon as possible, completion June 30, 1993

Work Element #6: Consider adoption of the most recent edition of the California Building Code and California Fire Code for all structures within the unincorporated areas of the county, and amend these Codes as necessary to meet specific needs based on fire department capabilities, the communities acceptable level of risk and specific hazards identified within the county.

Background: The California Building Code is a minimum building code for the state. It uses the International Conference of Building Officials Uniform Codes as its basis. Local jurisdictions can pass ordinances which are more restrictive than the minimum state requirements. A review of specific hazard conditions within the county should be conducted, and the minimum state code should be amended to meet the local needs of Alameda County in relationship to the specific hazards noted within the county, the fire departments' capabilities and the acceptable level of risk accepted by the county.

Lead Agencies: Fire Districts, Building Inspection, in cooperation with the California Division of Forestry.

Funding: Not applicable

Schedule: As soon as possible, completion January, 1993

Work Element #7: Update, expand and distribute existing fire hazards maps for unincorporated areas.

Background: Updated Fire Hazard Maps must be available to the jurisdictions to develop and implement fire safety codes. The maps must be legally descriptive with fire hazard area boundaries superimposed on roads, utility lines, streams or other landmarks.

The maps must divide the affected jurisdictions into areas classified as "extreme," "high," or "moderate" fire hazards.

- * Areas of high elevation and areas upwind of vulnerable urban structures during severe high fire hazard should be designated as extreme.
- * Fire spread potential by fire brand spotting far downwind of the active fire head must be considered in determining classification.
- * Other parameters include site access, topography, building density, vegetative types and fuel loading, building use, fire service, water supply and fire history must also be considered.

Lead Agencies: Fire Districts, Planning, Public Works, and Building Inspection in cooperation with the California Division of Forestry and Pacific Gas and Electric.

Funding: \$50,000, Fire District Funds

Schedule: As soon as possible, completion January 1, 1993

Work Element #8: Ensure the critical fire danger watches or warnings produced by National Weather Service's "Red Flag Program" is disseminated to appropriate fire response agencies, particularly those at the local level.

Background: The National Weather Service Red Flag Program, available through National or State Fire Weather Service Agreements to a myriad of Federal and State wildland fire protection agencies, is intended to highlight as far ahead as possible those critical fire weather patterns that produce extreme fire danger.

The "Red Flag Watch" stage alerts the user agencies that those critical fire weather patterns are indeed developing and that extreme fire danger and/or fire behavior is possible. A Watch is issued at least 24 hours ahead of time and possibly as far ahead as 72 hours. A "Red Flag Warning" is issued within 24 hours of occurrence. A Warning tells the user agencies that critical fire weather patterns are occurring or imminent. California Division of Forestry, as a user agency, notifies their ranger units and the local Fire Districts or jurisdictions who have contracted with California Division of Forestry to assume responsibility for State Responsibility Area lands.

The Red Flag Program is a valuable program, particularly for California and the western states. Nevertheless, the program has been targeted for elimination every year since 1981. Fortunately, each year Congress has acted to restore funds. It is hoped the Fire Weather Program will at least continue at current levels through National Weather Service's recently initiated Modernization and Associated Restructuring of the agency.

Lead Agencies: Fire Districts and Sheriff's Department in cooperation with the National Weather Service and the California Division of Forestry.

Funding: Not applicable

Schedule: As soon as possible, completion January 1, 1993

Work Element #9: Provide community "fire safety program" information for residents in wildland areas. Organize a committee of public information officers and/or fire prevention specialists to develop such a program from existing materials and develop distribution methods to reach the greatest number of residents. Distribution avenues can include local planning/permitting agencies, lending institutions and homeowners' associations.

Background: Approximately seven million Californians live in urban/wildlands that are subject to wildland fire hazards. Many California communities have failed to recognize the extent of their wildland fire hazards and are performing less mitigation than is prudent.

Fire protection is a partnership between property owners, residents and the fire protection agencies. Property owners and residents must take more responsibility for their own safety if they choose to live in wildland areas. Homeowners living in or near heavily wooded areas can help minimize the impact of wildland-urban interface/intermix fire by taking appropriate steps.

Educating residents in affected areas and adjacent communities to implement the necessary actions to be "fire-safe" can greatly reduce the devastating impact of future fire events.

Various organizations have developed numerous public education materials. By drawing upon these resources, public education/information officers and fire prevention specialists can design a program to help people who live in the wildlands learn to protect themselves and their property from wildfire.

Lead Agencies: Fire Districts.

Funding: \$50,000. Funding source not determined.

Schedule: As soon as possible, completion January 1, 1993, on-going

Work Element #10: Develop access standards for structures and developments within the urban wildland interface/intermix.

Background: To assure a minimum degree of fire and life safety is provided to the residents of the unincorporated County areas minimum access standards are required. This will allow emergency apparatus to reach structures.

Lead Agencies: Fire Districts, Planning, and Building Inspection.

Funding: Not applicable

Schedule: As soon as possible, completion January 1, 1993

Work Element #11: Develop a mechanism of enforcement for fire safety standards during the development and building process, including provisions for the maintenance of requirements after completion of the building process.

Background: Fire safety requirements must be assured during the development and building process, and these requirements must be maintained during the life of the development or the building.

A mechanism must be provided to assure review and approval of development and building plans by the fire agency prior to approvals of tentative maps and site reviews as well as prior to approval of the final map, improvement plans and issuance of a building permit.

Prior to county acceptance of the improvement work, the release of any bonds, and the issuance of a building final or certificate of occupancy, fire inspection and approvals should be required.

In order to assure requirements are maintained after the project or building has been completed, an inspection program should be developed and a citation program provided in order to assure enforcement. This program should be maintained through a landowner fee assessment program. In addition, building permits should be required for building modifications and re-roofings to assure fire safety standards are being met.

Lead Agencies: Planning, Building Inspection, and Fire Districts.

Funding: Not applicable

Schedule: As soon as possible, completion January 1, 1993

Work Element #12: Consider developing an ordinance for the installation of residential fire sprinklers within all residential occupancies.

Background: Currently, the Alameda County Fire Code requires fire sprinklers in most structures exceeding 5,000 square feet. However, most residential occupancies are exempt. Fire records indicate the majority of fire deaths occur within residential occupancies. The inherent nature of wildland areas generally results in lack of adequate water supplies and longer emergency response times to these areas. Residential fire sprinklers will provide life safety to occupants within the structure as well as a higher degree of property protection while also protecting from fire spread from the structure to the wildland area and vice versa.

Lead Agencies: Fire Districts, Building Inspection, and Planning.

Funding: Not applicable

Schedule: As soon as possible, completion January 1, 1993

Work Element #13: Develop Regional 800-MHz Communications System for Alameda County. System to be designed to serve all County agencies, as well as non-county agencies within County boundaries who wish to participate.

Background: The County communications system is operating at maximum capacity. Some parts of the County have no radio communications coverage. Except for limited police and fire mutual aid capability, there are no coordination channels available to use during disaster recovery, civil disturbances, or other emergencies. This problem is not limited to the County. It also affects non-county agencies. During the Oakland/Berkeley Hills firestorm, fire mutual aid channels were saturated and many messages could not get through.

800-MHz trunking is the technology of the future, since its capabilities can be expanded as needed. Trunked service refers to shared service, or shared access to a service facility. In communications, a large number of users share a small of communications paths (trunks). This is how telephone systems operate. The same techniques can apply to radio communications. Apart from the County system, the City of Oakland will begin installing a trunked 800-MHz system in March of 1992. The City of Livermore has been operating a trunked 800 MHz system since May, 1990.

The County has submitted license applications for a 13-channel trunked 800-MHz communications system. The design provides a regional communications system that crosses different agencies' borders, and provides the necessary communications network for mutual aid and recovery, whenever and wherever the need arises.

Non-County agencies joining the system will operate as separate entities, sharing only the fixed-end equipment. They will maintain their own dispatch centers. Each agency will develop its own talk groups. Talk groups are simply groups of individuals within an agency that need to communicate. Different talk groups can be set up to meet special needs. Mutual aid talk groups will link the surrounding jurisdictions as needed.

Non-County agencies who participate will be able to convert to trunked 800-MHz without facing the high up-front cost of the fixed-end equipment. The County system has plenty of room for growth.

Lead Agency: The General Services Agency, County of Alameda is coordinating this project. A Planning Committee has been established, with representation from the County Administrator's Office and all county agencies that need two-way radio communications, as well as non-county fire and police agencies.

Funding: Funds for the Regional 800-MHz Communications System will be provided through multi-year pool financing. The cost of the County portion is approximately \$7.6M. Nearly half of this amount covers fixed equipment, common to all system users. Non-County users are expected to add from \$1M to \$3M to the overall cost of the project.

Schedule:

Equipment procurement award	May 1992
Phase I (fixed equip. +160 test radios)	October-November 1992
Phase II (720 County radios; start non-County installation)	December-1992-May 1993
Phase III (720 County radios; continue non-County installation)	June-December 1993
Complete equipment installation (County)	December 1993

V. A METHOD OF IMPLEMENTING, MONITORING, EVALUATING, AND UPDATING THE MITIGATION PLAN

The County Hazard Mitigation Coordinator and the Hazard Mitigation Committee will monitor the implementation of the County's proposed mitigation measures. Progress will be assessed annually.

The mitigation plan is an evolving document that will have additions and deletions as new hazards are identified, additional information is obtained about known hazards, and changes occur in funding sources.

The Committee will provide annual progress reports to the County Administrator and the Board of Supervisors.

ADDENDUM

RECOMMENDATIONS FOR STATE ACTION Measures Recommended for Adoption or Implementation by State Agencies

Recommendation #1: Insurance companies generally react to problem losses rather than taking preventive actions to mitigate or avoid these losses. Fire insurance rates should directly reflect the fire risk. At the same time, home owners must be encouraged to implement the "Fire Safe Guides" for residential housing.

Background: If people choose to live or build in areas of high or extreme fire hazards, their fire insurance rates should reflect this decision. To help mitigate these higher fire insurance premiums, discounts could be offered to home owners for implementing specific fire safety precautions such as Class A or B roofs, inside sprinkler systems, adequate clearing of vegetation, and the remaining fire preventive measures found in the "Fire Safe Guides".

Differential insurance rates could be an important incentive for homeowners to take those first critical steps to protect their homes and families from wildland fires.

Suggested Lead Agencies: California State Fire Marshal's Office, State Department of Insurance.

Recommendation #2: Increase local/regional availability of state and federal emergency management training and foster greater participation by top-level local government administrators and elected officials. Emphasize clarification of roles of elected and appointed officials to reduce confusion and overlap of responsibilities in emergencies, and increase education level of legislators who enact hazard mitigation laws.

Suggested Lead Agencies: State Office of Emergency Services, Federal Emergency Management Agency

Recommendation #3: Construct fuel breaks and develop green belts to separate communities, clusters or groups of structures from wildlands for all areas with high fire hazard severity ratings.

Background: There is potential for providing common fire protection in some areas through the placement of fuel breaks and green belts. Fuel breaks are areas of natural vegetation which are selectively thinned, then maintained to reduce fuel volume. All vegetation need not be removed, but in many cases only thinned or landscaped to reduce fuel volume. Both fuel breaks and green belts are located to protect developing areas and adjacent wildlands.

The most advantageous location and design must be determined site by site taking into consideration:

1. Population trends;
2. Fuel loading;
3. Topographic, geologic and soil data to identify areas where erosion, landsliding problems could be exacerbated by installation and maintenance of fuel breaks;
4. Climatic data.

Suggested Lead Agencies: Fire Districts, planning, zoning, building department with technical advice from the California Division of Forestry, U.S. Forest Service.

Recommendation #4 Studies of prescribed burning of dense brush and trees should be performed by a cooperative arrangement between the California Department of Forestry and Fire Protection, the University of California, East Bay Regional Park District, Fire Districts, and local jurisdictions. These studies should examine:

- Vegetation characteristics, such as species distributions, vegetation densities, age classifications, proportions of dead fuel and litter accumulations.
- The safety of prescribed burns for reducing fuel loads and identifying areas where prescribed fire would be most effective in reducing the hazard from wildfire.
- Conditions when smoke emissions would be the least environmental damaging.
- Coordination of prescribed burning with other fuel management alternatives, including but not limited to fuel breaks, animal management, mechanical clearance.

The results of the study to be presented to public agencies, legislators and local governments. See Mitigation Measure #1, State of California Fire Hazard Mitigation Plan (FEMA-872-DR-CA), June, 1991.

Background: Fuel build-up has not been managed for much of the land within and adjacent to the areas of urbanization in the Oakland-Berkeley Hills. The accumulated fuel was a major element in the rapid spread of the tunnel fire. Although most of the fuel has been consumed within the fire perimeter, adjacent and nearby areas have similar fuel loads.

Prescription for vegetation management burns in the Oakland-Berkeley Hills should be based on safety to residents and structures in the area and fuel loads as well as on soil, bedrock and hydrologic conditions. Prescribed fire would be a long-term vegetation management tool, not a one-time event. The individual burn areas should occupy only a small portion of individual watersheds to form, where possible, a mosaic vegetation structure.

Suggested Lead Agencies: California Division of Forestry, University of California in cooperation with local fire districts, park districts, applicable air quality management boards, and local jurisdictions.

Recommendation #5: Identify and consider developing alternate sources of water for fire fighting such as:

1. East Bay Municipal Utility District: install permanent diesel generators at pumping stations. The buildings that house generators to be fire resistant and equipped with fire protection equipment.
2. Cities: adopt measures to make its hydrants readily accessible to neighboring districts; a system for assuring the prompt availability of adapters may be the most feasible solution.
3. As a long range solution, the size of water mains should be increased to meet the fire suppression needs of the area. At a minimum, water mains should not be less than six inches in diameter.
4. An above ground portable water delivery system that would allow pumping of available water over long distances should be considered by local fire fighting agencies and East Bay Municipal Utility District.

Background: Water is the single most important factor in fighting structural fires and wildland fires. It is essential that an adequate supply of fire protection water be available during peak consumption conditions along with adequate pressures, storage capacities and secondary sources of power for pumping. Facilities and locations such as cisterns, storage tanks, community swimming pools, water impoundments with accessibility and pumping connections must be exploited.

During the Tunnel Fire, problems with water supply developed because (1) electric power to East Bay Municipal District pumping stations was interrupted, (2) fire hydrant connections were not compatible with hoses from other districts and the sheer number of pumping units overwhelmed the water capacity of the distribution system.

Suggested Lead Agencies: To be determined.

Recommendation #6: Enforce the disclosure requirements on individual parcels of property prior to the initiation of the loan application process.

Background: Under existing California law, a seller of real property must disclose to the prospective buyer certain physical conditions relating to the structure, issues of responsibility, items of deficiency and other information relating to the location of flood plains and earthquake faults. On July 1, 1991, new disclosure requirements for sellers of real property became effective. This requirement is a positive step toward educating new rural dwellers who often find it difficult to adapt to a whole new environment, one which has inherent hazards and risks. This new disclosure is intended to improve a new homeowner's awareness and understanding as it relates to wildland fire protection and fire prevention requirements.

Suggested Lead Agencies: State Department of Real Estate

Recommendation #7: Establish a comprehensive list of minimum fire hazard and related geologic hazard mitigation standards, indicating which are mandatory and which are guidance.

Background: Much confusion exists in required statewide standards among agencies involved in emergency management, public safety, fire protection, resources management and planning. Lacking a collection of sources in one volume, local agencies must guess at which standards are truly mandatory, optional or locally mandatory if locally relevant. To eliminate such confusion, a list of state and federal fire hazard mitigation standards and regulations must be developed that distinguish requirements from guidance.

Suggested Lead Agencies: Federal Emergency Management Agency, Office of Emergency Services, with technical assistance from U.S. Housing and Urban Development, California Division of Forestry, Office of Planning Research, State Fire Marshal, Department of Water Resources, Fire Districts and local agencies.

Recommendation #8: Develop and implement a program of micro-zones of geographic hazards and risks. Initially use available data and follow up with original work as appropriate.

Background: The program could be modeled after the successful Alquist-Priola Special Studies Zones, but would probably include more categories or overlays. Fire, geotechnical, seismic, flood and other hazards would be considered. The micro-zones would be defined by a consortium of appropriate governmental agencies. Based on the micro-zones, a gradation of building standards, mitigation and enforcement priorities would be developed. Finally, encourage institutions of government, finance and insurance to take this information into consideration whether planning, financing, insuring, developing policy, rebuilding, building, insuring or developing raw land.

Suggested Lead Agencies: State Fire Marshal, California Division of Forestry, and the Division of Mines and Geology.

Recommendation #9: Enhance the strategic planning effort by conducting a "multi-structure vulnerability analysis" to identify the relative degree of threat posed to/by multiple structures. The maps and analyses could be used by Incident Command Teams to help form suppression objectives and strategies.

Background: Specific threat areas can be analyzed and prioritized in terms of vulnerability. The mapping process "makes visible" those areas where strategic fire defense improvements are most needed.

The analysis is not intended to replace or modify existing tools. It is intended to bridge the gap between these procedures. The analysis is intended to rate groups of structures in terms of life and property protection potential and difficulty of suppression in the area. Development areas can be rated on a scale ranging from "low" to "very high" vulnerability.

Once rated, the selected area(s) can be mapped and the ratings can be used to:

- * set appropriate mitigation requirements for new development;
- * assist in determining fire defense systems for existing development;
- * provide the "big picture" showing the relationship and relative vulnerability of contiguous areas;
- * determine appropriate initial and follow-up dispatch levels;
- * provide clear and concise information for public planning commissions and local government decision makers.

This work element is included in the Draft State Hazard Mitigation Plan.

Lead Agencies: California Division of Forestry, State Fire Marshal with assistance from local fire districts and planning departments.

Recommendation #10: The California Division of Forestry needs to update previously developed data base of factors associated with structure loss for analysis and modeling to integrate local, federal and other organization needs and avoid unnecessary duplication.

Background: The California Division of Forestry Defensible Space Factor Study was initiated in 1989 to collect information on structures exposed to wildland fires. This information needs to be updated to include urban interface areas. This information could be used to meet other organizational needs to avoid unnecessary duplication and compile data base for structure loss analysis and modeling.

A modified version of the study's data collection form was used on the Paint Fire to collect data on 900 structures. It was also used on the Tunnel Fire in the Oakland-Berkeley Hills. The

Defensible Space Study was modified to gather as much information on a "one stop" gathering plan.

The information being assembled by the damage assessment teams on the 2,000 damaged structures will meet the goal set by the Defense Space Study.

The extensive inter-agency cooperation between the cities of Oakland and Berkeley and Alameda County are examples of support needed to build a useful data base, to lessen the chances of this type of disaster occurring elsewhere in California.

Suggested Lead Agencies: California Division of Forestry and local governments

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